

Neighborhood Action Strategy

Opportunities for Revitalization • Preservation • Investment

SOUTH ALLISON HILL

Harrisburg, Pennsylvania

Neighborhood Action Strategy for South Allison Hill

Harrisburg, Pennsylvania

Strategic Opportunities for Revitalization • Preservation • Investment

Partners:

Community Action Commission
The City of Harrisburg

Consultant:

Urban Research & Development Corporation
Bethlehem, Pennsylvania

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The City of Harrisburg
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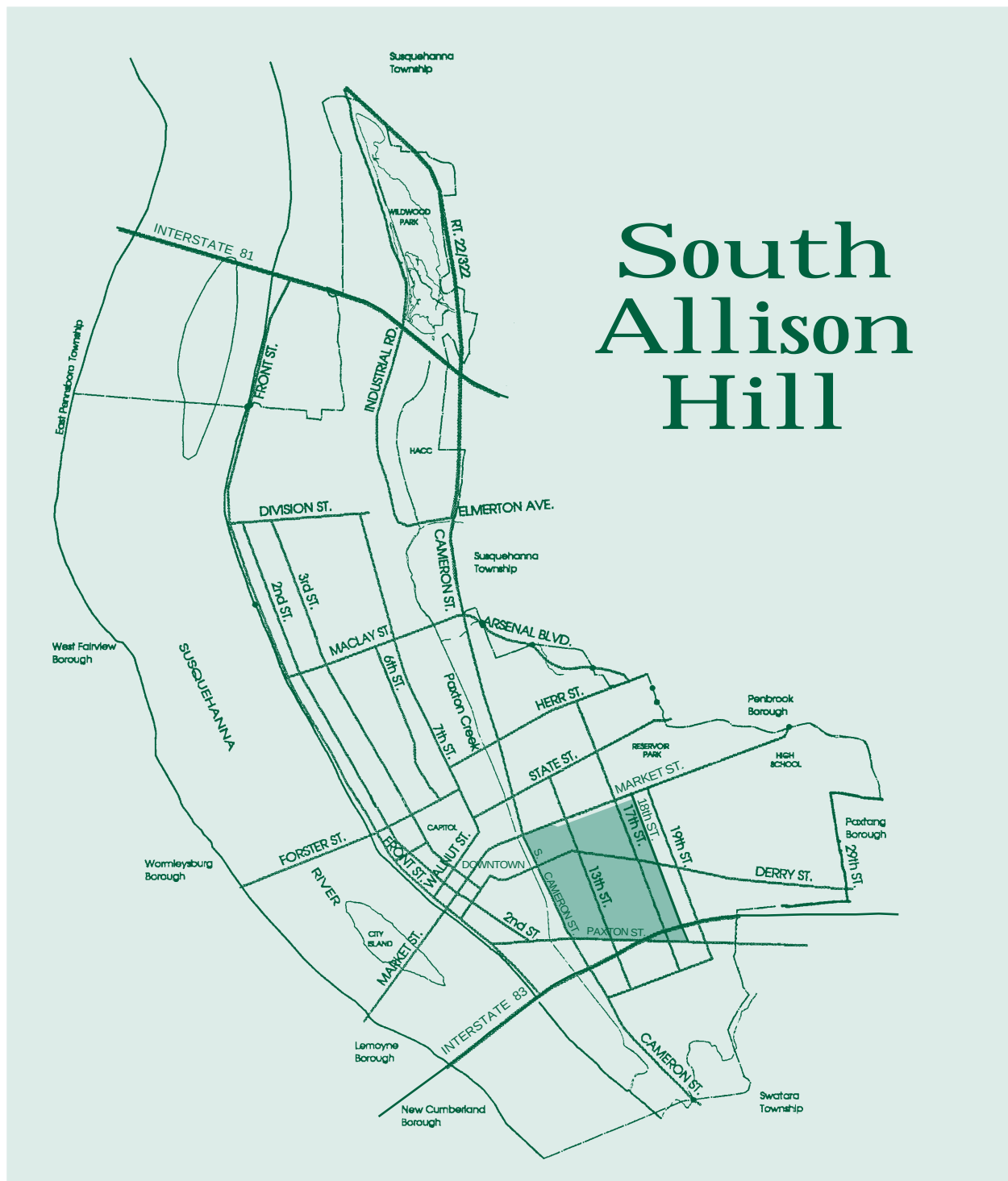
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The area known as the "South Allison Hill" neighborhood contains several sub-areas, including the communities historically known as Sylvan Terrace and Mount Pleasant. The boundaries of the South Allison Hill Neighborhood Action Strategy are based on Census Tract 213, created by the Census Bureau of the U.S. Department of Commerce. The name "South Allison Hill" has been adopted for convenience and ease of use, only. The use of the name "South Allison Hill" is not intended to exclude or disregard the significance of any portion of Census Tract 213, any of the historic neighborhoods which provide this area's unique character or any citizens residing therein.

Getting Started

Purpose

A Neighborhood Action Strategy

The South Allison Hill Neighborhood Action Strategy contains specific goals and actions for improving the neighborhood. These goals and actions are guided by a strong vision of the future South Allison Hill-- a future shared by residents, businesses, community organizations, property owners, service providers and government agencies.

The Action Strategy is an action-oriented guide for neighborhood revitalization. It enables people of various concerns and interests to focus their attention on their common goals, to use their energies and limited financial resources wisely and to rally widespread support for their ideas and actions. The Strategy is used to determine and carry out high-priority, short-term actions, and to make sure that longer-term directions are established and followed.

Every neighborhood should have a comprehensive action strategy with various related subjects including land use, economics, transportation, housing, recreation, safety, critical projects and others. A neighborhood action strategy has the greatest chance of success if it is conceived and continuously supported by neighborhood residents, business people and institutions.

This Report

This report is a guide for active use by many "action agents": individual neighborhood residents and business people; neighborhood interest groups; religious, cultural and educational organizations; investors; banks; and nonprofit and governmental agencies.

This Action Strategy report is more than a guide for making day-to-day and longer-term decisions that will revitalize South Allison Hill. It is also a model for other neighborhoods to follow in preparing their own

What this Action Strategy does:

- It enables neighborhood residents and business people to take control of their neighborhood and its future.
- It shows how neighborhood identity and pride can be renewed.
- It points the way to needed projects that will stimulate revitalization.
- It describes opportunities for private and public investment.
- It promotes the neighborhood to outsiders as a desirable place to live, shop and work.
- It encourages enterprising young people to stay and participate in the future, and it gives the ones that have gone away a reason to return.

This report is your personal guidebook and working document.

Please write in it!



neighborhood action strategies. Although each neighborhood is unique, many neighborhoods in Harrisburg, and elsewhere, face similar challenges and have hidden opportunities much like those in South Allison Hill. This report contains helpful hints, examples and illustrations that other neighborhoods may use in determining their approaches to action strategy preparation, updating and expansion.

Background and Process

Preparation of the Action Strategy

The process that created the South Allison Hill Neighborhood Action Strategy did not happen overnight. The process began through the separate, but related, initiatives of the Community Action Commission (CAC) and the City of Harrisburg. For many years, the Community Action Commission, with headquarters in South Allison Hill, has been working with people and organizations to improve the neighborhood.

The City of Harrisburg, through its Department of Building and Housing Development (DBHD), has been updating the City's Comprehensive Plan with the Vision 2000 process. A proposed new City Land Use Plan is intent on strengthening and enhancing Harrisburg's neighborhoods. DBHD has also invested several million dollars in home improvements and rehabilitation, and in public improvements during the past 16 years.

The South Allison Hill Neighborhood Action Strategy process is an extension of the city's and the CAC's efforts to revitalize Harrisburg's neighborhoods. Along with CAC and the city, the Commonwealth of Pennsylvania Department of Community and Economic Development was an initial and continuing source of inspiration, financial support and technical advice in establishing and completing the South Allison Hill process. The Department believes that this process, and the resulting neighborhood strategy, will be helpful to many other Pennsylvania neighborhoods.

A concentrated, five-step process began in January, 1997. The process was actively supported and funded by various public and private sources who believe that the South Allison Hill neighborhood can have greater vision and can be fully prepared to take a positive, action-oriented approach to the future.

The South Allison Hill Neighborhood Action Strategy is the neighborhood's strategy. The process of developing it directly involved neighborhood residents, business people, organizations, institutions and other stakeholders. Public neighborhood workshops were held at several times during the process, and questionnaires and surveys provided additional responses and directions from neighborhood people and organizations. Although the ultimate strategy represents a consensus arising from neighborhood participation, it was important to involve community, economic and project development professionals from the CAC, the city, the private sector and the consulting firm of Urban Research & Development Corporation to conduct studies, suggest alternatives and determine possible impacts of various decisions.

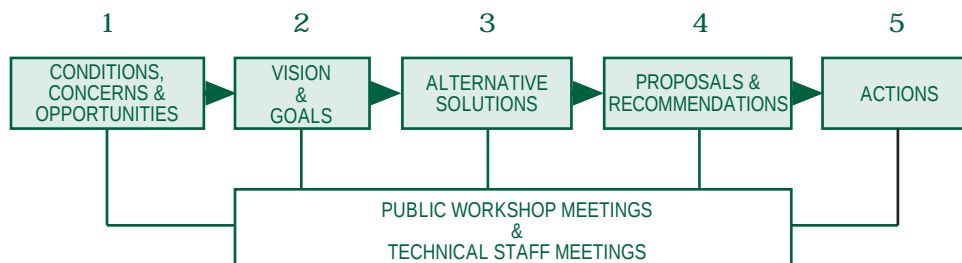
Importance of a Continuing Neighborhood Process

A deliberate, neighborhood-based, comprehensive process produced a creative yet practical and feasible approach to the future. This Neighborhood Action Strategy will enable neighborhood residents, businesses, organizations and institutions to "take charge of their future."

The neighborhood people are the true "agents of change" and the Action Strategy is their guide. The people of South Allison Hill must be the constant leaders in seizing the many exciting opportunities for neighborhood revitalization. The people must do it for their future and the future of their youngsters.

Without strong leadership and energetic response from within, any participation by partners from outside the neighborhood will be sparse. A "take charge", "results-oriented" posture by neighborhood leaders will bring forth many partners from both the public and private sectors. Self-help, motivation and cooperation is at the core of South Allison Hill's revitalization.

A BASIC NEIGHBORHOOD ACTION STRATEGY PROCESS



Value South Allison Hill!

Take charge
of your
future!



Seize the
many
opportunities
for change!

Get
Results!

Recognizing Our Assets

Conditions and Current Status

Strategic Location

Close to Downtown. South Allison Hill is strategically located adjacent to downtown Harrisburg, to the east.

Direct Downtown Access. Three major east-west streets (Market, Paxton and Derry/Mulberry) provide direct, convenient connections to downtown Harrisburg.

Convenient Interstate Access. Easy access to and from I-83 and I-81 links the neighborhood to the Tri-County region and to the Washington, D.C. (117-mile drive, 122 minutes), Baltimore (78-mile drive, 78 minutes), Philadelphia (103-mile-drive, 104 minutes) and New York (171-mile drive, 173 minutes) metropolitan areas.

History and Historic Districts

Unique History. South Allison Hill has an interesting urban neighborhood history representing diverse activities, cultures--a self-contained neighborhood for living, shopping, working and entertainment.

Legacy for the Future. The neighborhood has much potential to once again become a very desirable and convenient place to live, shop, work and play.

Historic Districts. Parts of the neighborhood include two historic districts: the Mount Pleasant National Register District including most of the neighborhood's residential areas and the Sylvan Heights Historic District where local historic preservation standards are in place.

Historic Preservation Incentives. Opportunities for the use of historic tax credits and other historic preservation programs and incentives are abundant.

A Past "Self-Contained Community"

"There were German, Pennsylvania Dutch, Irish, Italian, just a whole gamut.....They were mostly working class people that worked at a lot of the local factories that were here and the sewing shops. Allison Hill, this area from State Street all the way over was like a little self-contained community that thrived on itself; the people worked here, they played here, they spent their money here and basically stayed here. There was no reason to go anywhere else, at least back in those days.....Everybody got along out here."

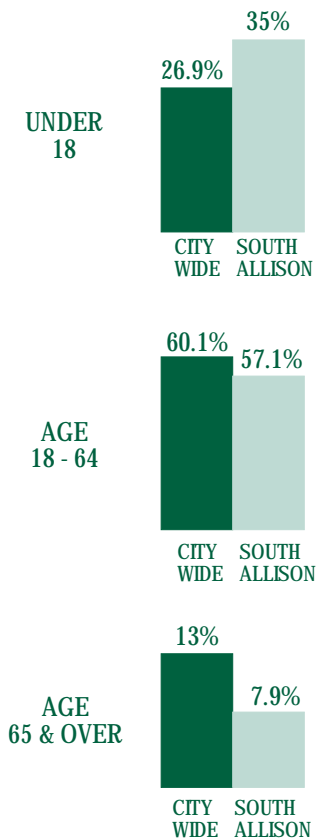
- Frank Flaccomio, resident for over 40 years

Adopt-A-Block Beautification Program



OUR New Pride is Showing

NEIGHBORHOOD
AGE GROUPS



Source: 1990 U.S. Census

Diversified Land Use

Multiple Uses. South Allison Hill has a wide variety of land uses including houses, apartments, retail shops, service businesses, food and beverage places, offices, industrial areas, churches and other uses.

Local Conveniences. Some local convenience shopping and services exist, but much more is needed to improve local services to enhance neighborhood identity, livability and social interaction.

Blight and Beautification. Some pockets of blight exist and will gradually influence adjacent areas if allowed to continue. Active code enforcement, select building demolitions, Adopt-A-Block programs and other initiatives are beginning to arrest these conditions.

Recreation Opportunities. Citywide there are ample recreation and open space areas. However, open space and opportunities for informal recreation are limited in the neighborhood. Residents desire more green space and additional opportunities for recreation close-to-home, especially for the many neighborhood children.

Open Space Opportunities. Opportunities exist, through programs such as Adopt-A-Block, to create open spaces for informal play, gardening and other recreation. Street trees and landscaping are helping to add greenery to South Allison Hill.

People and Purchasing Power

People as Resources. People are the neighborhood's biggest resource and their total impact on community and economic development is a key to neighborhood revitalization. Neighborhood residents and organizations have a major responsibility in the implementation of this Action Strategy.

Younger Population. The neighborhood has a higher percentage of younger people and a lower percentage of older citizens than the whole city. This younger population represents a growing local labor force that can be a major asset to the neighborhood if new jobs and training opportunities are provided.

Ethnic Diversity. South Allison Hill's ethnic diversity offers special cultural opportunities and offers a diversified local market base. New projects and initiatives can capitalize on and enhance this diversity.

Built-in Labor Force and Market. The nearly 7,000 residents offer a large employment base and a built-in market for products and services.

Purchasing Power. Neighborhood people represent substantial purchasing power of approximately \$46 million (per capita income multiplied by population), but most disposable income is currently spent outside the neighborhood. Much can be captured by new or relocated local businesses.

Dense Population. Although the large concentration of people offers certain advantages for retail and service businesses, the neighborhood's population density is nearly 14,000 people per square mile; twice that of the total city. The neighborhood's higher density creates parking problems and open space needs in some areas.

Housing

Older Housing Stock. Nearly three quarters of the 2,800 housing units in the neighborhood were built before 1940.

Affordable Housing. The median value of owner-occupied housing units is substantially below the city-wide and regional median, thus offering affordable housing opportunities. Over 90 percent of the housing units have values less than \$39,999.

Housing Rehabilitation. The city, the Community Action Commission and other non-profits are working to eliminate substandard housing conditions.

More Home Ownership. Rental units comprise about 60 percent of the total housing stock, but more home ownership is being encouraged through available housing programs. Also, new zoning regulations control the conversion of homes into apartments.

Available Housing Programs. Various housing assistance programs are available for the neighborhood including the Home Improvement Program (HIP), Homeownership Opportunities Program (HOP), Capital Corridors Program and Rental Rehabilitation Program.

Transportation and Parking

Traffic Circulation. Overall, traffic circulates well in the neighborhood. In a few instances, parallel one-way streets in the same direction and the discontinuance of streets through large industrial or commercial properties creates confusion and inconvenience.

Street Intersections. Conflicts sometimes occur between vehicles and pedestrians at major intersections, such as Derry and South 13th streets. Oncoming traffic is difficult to see at many intersections due to cars parked too close to the intersection; a problem that can be easily solved.

\$46,000,000
in
**Purchasing
Power**

The purchasing power of South Allison Hill is \$46,000,000. This represents the amount expended annually by all households.

CITY OF HARRISBURG



*One of the Region's
Best Home Buys*

Pedestrian Circulation. Pedestrian walkways and routes for children and others are not clearly identified and can be improved for safety and convenience. Opportunities exist to create crosswalks and establish "safewalk" routes.

Parking. Neighborhood streets are heavily used for on-street parking, which occasionally creates parking congestion and inconvenience. Vacant properties and underutilized properties may provide off-street parking in congested parking areas.

Economic Development

Employment of Residents by Industry. The largest employment categories by industry for neighborhood residents in 1990 were, in rank order, in the wholesale-retail trade, professional and related services, manufacturing, financial services and transportation-communications categories. All of these categories except manufacturing are growth industries in the city.

Occupations of Residents. The five largest categories of occupations for neighborhood residents in 1990 were, in rank order, in the administrative support and clerical, service occupations, precision production-craft-repair, machine operators-assemblers-inspectors, and handlers-helpers-laborers categories. An increase in skilled production-related occupations (precision production, craft and repair) is expected. This situation and the high incidence of young people offers prime opportunities for vocational and technical training for present and future employment.

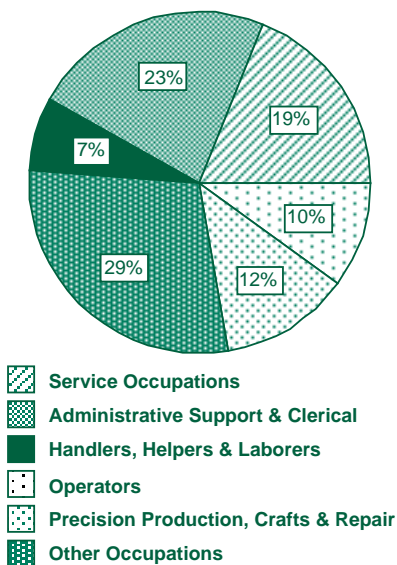
Active Real Estate Market. More than 600 real estate transactions occurred in the neighborhood from 1992 to 1996. This is an average of approximately 120 transactions per year.

Property Situations Create Investment Opportunities. Numerous commercial, industrial, multi-family and mixed use properties are tax delinquent. These properties offer new investment opportunities for capable and responsible builders, developers and investors. The city maintains a list of "investment opportunity" properties which identifies available properties, owners and contact information.

Enterprise Designations and Incentives. South Allison Hill is within the State-designated Enterprise Zone and Federally-designated Enterprise Community. These designations offer valuable economic development incentives including tax credits, lower interest loans, special funding opportunities and others.

Economic Development Assets. A variety of neighborhood features combine to promote, stimulate and enhance economic opportunities: vacant and underused land and buildings; relatively inexpensive real

Neighborhood Occupations



estate; a large labor supply; excellent city and regional accessibility; and economic development incentives. Market research indicates that potential exists for retail development projects, such as a neighborhood market place and a farmers/ethnic market.

Economic Development Opportunities. Opportunities exist for adapting old buildings for new uses, making better use of underutilized properties, encouraging local investments, creating more jobs close-to-home, and increasing skills through education and training.

Image

Image Improvement. The neighborhood has experienced a negative image due to reported and perceived problems of blight, litter, crime, drugs, unemployment, and general social and economic conditions. Greater local awareness, self-help, and city initiatives are beginning to reverse these trends. A major challenge is to recapture and sustain a positive image for South Allison Hill.

Safety and Security. Safety and security issues are of concern to residents. Fortright measures will create an atmosphere in which crime and vandalism are not tolerated. Recently, a new police substation was established at 313 South 15th Street to provide a local police presence.

Citizen Inspection Enforcement. A Citizen Inspection Program offers neighborhood residents the chance to take an active role in raising the quality of life and housing standards in South Allison Hill. Participants are trained by and work with the city's Code Enforcement Bureau.

Neighborhood Crime Watch. The Bureau of Police operates a Neighborhood Crime Watch Program. This program allows residents to become active participates in the fight against crime. Several neighborhood crime watches are operating and there is interest in creating more.

Reporting Positive Features. Positive changes, success stories and encouraging trends of South Allison Hill should be reported regularly in a variety of newsletters, publications and the public media.

Organization, Leadership and Commitment

Organization and Leadership. The Community Action Commission, the city, and neighborhood residents and groups are working together to overcome concerns and to capitalize on South Allison Hill's many assets.



Citizen Inspection Program

WANTED:
Citizens to enforce codes

Opportunities for Others. Agencies and organizations, lenders, investors, developers and others are beginning to see the need and potential for the neighborhood's resurgence.

Commitment. A renewed, positive self-image is necessary among neighborhood residents, accompanied by an unwavering sense of commitment to do what it takes for South Allison Hill's revitalization.

Revitalization Has Started!

Successful programs are targeted to the neighborhood, several major projects are underway, and interest is emerging in this area. Some refreshing new initiatives are noticed and are making a difference.

Sylvan Heights Mansion - Restoration of the historic Sylvan Heights Mansion for the YWCA of Greater Harrisburg.

McFarland Press Building - A major project that transforms a neighborhood block into 49 new apartments and 6,300 square feet of space for Danzante, a multi-cultural performing arts group.

Community Policing - A satellite police station is located at 313 South 15th Street. This new station, together with additional drug-free zones and local crime watches, is creating safer conditions in the neighborhood.

New Businesses - Several new businesses have opened on Derry Street and South 13th Street since 1995. They include a beauty shop, barber shop, deli, sandwich shop, beauty supply store, video and record shop and pizza shop.

Economic Development - Economic development actions are taking place to promote, market and provide jobs in the neighborhood. Enterprise Zone and Enterprise Community strategies are guiding these actions.

Adopt-A-Block - This successful program has fifty-seven Adopt-A-Blocks and it is being continued and expanded. New areas are being targeted to beautify the neighborhood by providing tools, gloves, seeds, and other supplies to equip local volunteers.



Sylvan Heights Mansion



McFarland Building



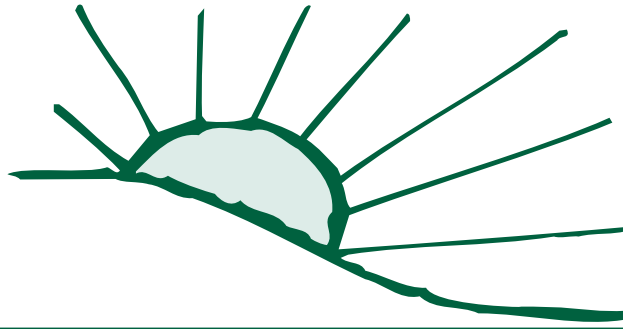
New and Rehabilitated Housing - The city and the Pennsylvania Department of Community and Economic Development have agreed to commit funds over a five-year period to enable Tri-County Housing Development Corporation (TCHDC) to renovate homes on the Capital Corridors of South Allison Hill. Thirty-five homes are to be rehabilitated over five years. TCHDC has already sold six homes and has eight more in the pipeline. The Habitat for Humanity has undertaken a residential development project in a blighted block along Zarker Street. A new program, Visions Youthworks, has resulted in two homes on Carnation and Market streets for first time homeowners.

Organizing for Community Development - The Community Action Commission, the city and other entities are developing and targeting programs for South Allison Hill neighborhood improvement. The city's Capital Corridors Project continues to focus on housing rehabilitation, landscape and sidewalk improvement work on Derry Street and other nearby designated corridors.

Positive Publicity - A four-page story in the Sunday, January 4th, 1998 issue of the Patriot-News and a subsequent editorial entitled "Neighborhood On Upswing" recognize that South Allison Hill is beginning the process of positive change. The editorial states that while the neighborhood "is headed in the right direction" the greatest challenge will be to "keep the momentum going."



CAPITAL CORRIDORS PROJECT



A Vision of the Future

Envision South Allison Hill as a truly livable neighborhood with preserved, rehabilitated and new housing; litter free streets and yards; recreation places and open spaces.

The neighborhood is a safe place to live and to enjoy convenient walks or short drives to local shopping; personal services; jobs; recreation; schools; and religious, social and cultural activities.

Many neighborhood residents own and maintain their homes, purchase products and services from local businesses, work nearby, start and expand businesses, and participate in neighborhood activities. Children and youth learn about life's many opportunities at school and in the world around them.

New and expanded companies occupy rehabilitated older buildings and attractive new ones on former vacant industrial sites. Retail, service, food and entertainment places provide day and evening activity at prime locations with adequate parking.

Jobs and investment opportunities grow with a wide variety of new and expanding businesses that serve the neighborhood and beyond.

Every resident of South Allison Hill has a stake in his or her own future, and the future of this up and coming neighborhood.

Note: This vision is based on comments of the South Allison Hill residents during public workshops.

Determining the Future

These goals are both realistic and achievable. On-going, sustained community commitment, participation and investment are necessary to achieve them. Everyone has a part to play; to find yours see page 51.

Goals -- Together we can:

1: IMPROVE HOUSING CONDITIONS

for everyone by reducing substandard housing units; eliminating blight; upgrading deteriorated rental properties; encouraging more homeownership; and maintaining or slightly reducing the overall dwelling unit density of the neighborhood.

2: PROVIDE OPEN SPACE AND RECREATION OPPORTUNITIES

for all community members, especially children, by creating more public and private green space; providing additional recreation activities close to home; planting street trees and landscaping; and reducing the density and/or ground floor coverage of buildings.

3: PROVIDE MORE AND BETTER QUALITY SHOPPING AND SERVICES

that deserve our hard earned dollars by attracting more stores, shops and services concentrated together for convenience and business success; making purchases within the neighborhood; assisting and promoting new local and expanding businesses; and providing convenient parking and safe, convenient and attractive pedestrian areas.

4: INCREASE BUSINESS, JOB OPPORTUNITIES AND VOCATIONAL TRAINING

so each of us has a stake in the future by reusing our vacant and underused

land and buildings; training our local labor force; keeping our enterprising and responsible young people in the neighborhood and encouraging others to return; providing business assistance and financing; promoting South Allison Hill as a "business-friendly" place; increasing real economic opportunities for neighborhood residents; and promoting the neighborhood to areas beyond its boundaries.

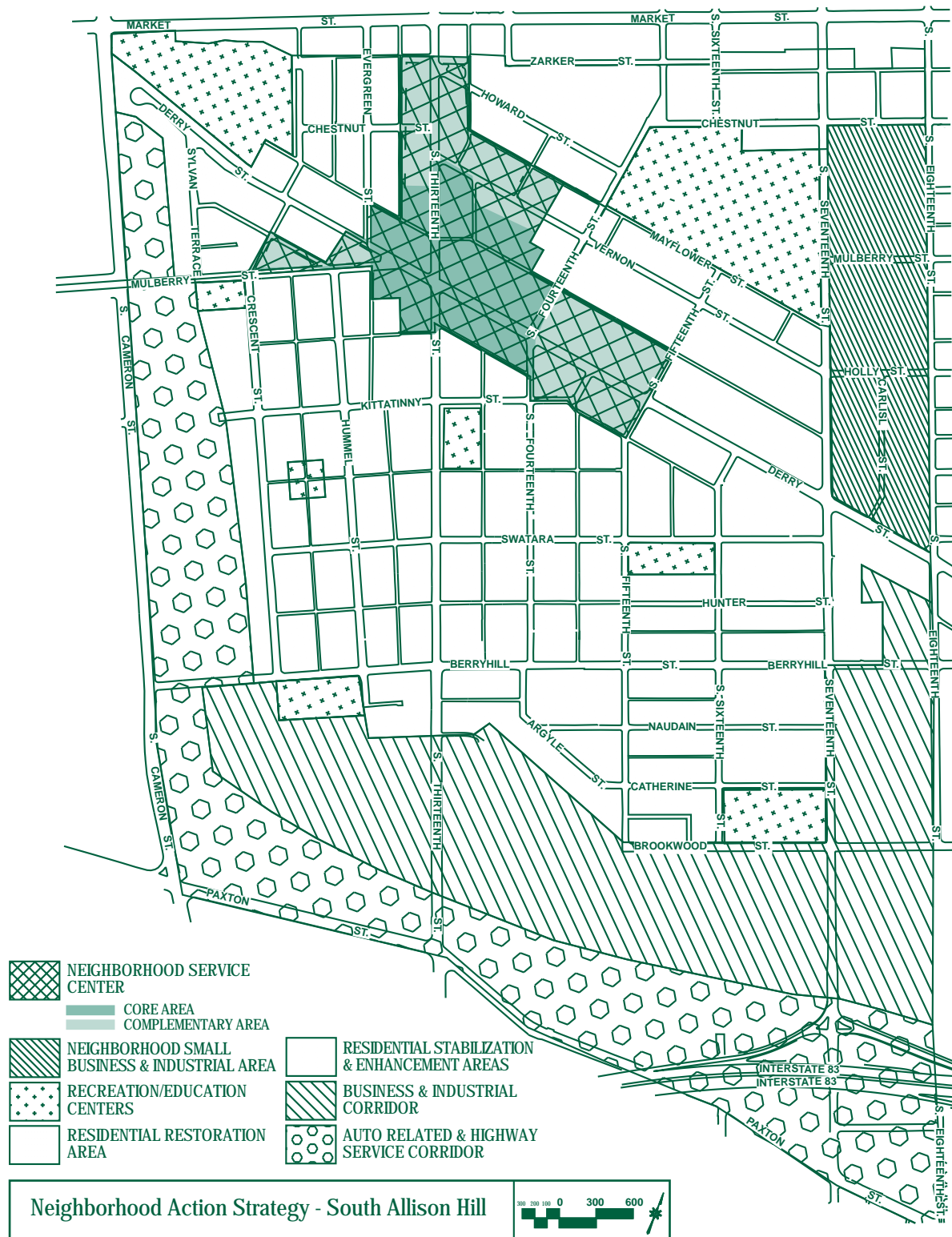
5: IMPROVE VEHICULAR AND PEDESTRIAN CIRCULATION, PARKING AND BUS/TRANSIT SERVICES

to serve our needs better by maintaining good regional and city-wide access for our neighborhood; providing safe and convenient pedestrian walks within the neighborhood; encouraging other modes of transportation, including buses and creating more local parking spaces.

6: MAKE THE NEIGHBORHOOD SAFER AND MORE ATTRACTIVE

for all of us by reversing negative images of blight, litter, crime, drugs, unemployment and general social and economic conditions; removing and preventing litter and trash in streets, back alleys and yards; taking active measures to increase safety; utilizing design techniques that deter crime; and planting more street trees and landscaping to beautify this neighborhood.

REVITALIZATION CONCEPTS



Revitalization Concepts

Different areas of South Allison Hill can function in different, but coordinated and compatible, ways in the desired neighborhood of the future. Seven categories of revitalization concepts are used here to describe the desired future functions and characteristics of various parts of South Allison Hill. (See Revitalization Concepts Map):

- Neighborhood Service Center
- Neighborhood Small Business and Industrial Area
- Recreation-Education Centers
- Residential Restoration Area
- Residential Stabilization and Enhancement Areas
- Business and Industry Corridor
- Auto Related and Highway Services Corridor

Neighborhood Service Center

Similar to the old days, the South Allison Hill Neighborhood Service Center can be the main hub of commercial, cultural and social activity. The neighborhood service center will offer close to home shopping and services--a convenient place that directly serves neighborhood residents and employees. The center can be a very prominent and easily recognized place because of its visible location within the neighborhood and along the heavily travelled Derry Street and South 13th Street.

The neighborhood service center can have plenty of shops and stores for retail purchases, but it can go far beyond retail activities to meet personal and business needs, professional service needs, desires for recreation and entertainment, and locations for governmental and institutional activities. It can be a true urban convenience center with an atmosphere reminiscent of the old neighborhood.

The neighborhood service center has two subareas: a "core area" and a "complementary area". Generally, stores such as a market, pharmacy, gift shop and florist would be in the core area. The complementary area would contain more of the service-oriented uses near the stores and the recreational or entertainment-oriented activities on the edge of the service center. Churches in the neighborhood service center, and possibly in other areas, may have some space for additional uses compatible with the service center. Multiple use of churches might involve training, day care, elder care, cultural activities, small low-traffic businesses, indoor recreation, banquets, wedding receptions, cultural and arts studios, and similar activities.

Neighborhood Service Center Use Examples

Convenience Shopping:

- Food market, convenience store or "green grocer"
- Variety store
- Pharmacy
- Bakery, deli
- Gift shop, florist

Personal & Business Services:

- Barber, beauty shop
- Dry cleaner, laundry
- Tailor, seamstress shop
- Child, elder day care
- Small appliance, shoe, other repair
- Tax preparation
- Restaurant, sandwich, pizza shop
- Copying, packaging, mailing center

Professional Services:

- Doctor, dentist, other medical
- Bank
- Law, accounting office
- Real estate, insurance office

Recreation & Entertainment:

- Youth, senior, membership center
- Indoor recreation center
- Billiard hall, arcade, bowling alley
- Movie house
- Indoor recreation center services

Institutional:

- Church, training center
- Community, neighborhood, other organization office

**Small Business and
Industrial Area
Example uses**

- *Light manufacturing*
- *Small parts assembly*
- *Household and domestic services*
- *Small offices*
- *Vocational and job training*
- *Office and home cleaning*
- *Building rehabilitation*
- *Building maintenance*
- *Landscaping*
- *Grounds maintenance*
- *Plumbing and heating, air conditioning and repair*
- *Insulation and energy conservation*
- *Cabinetry and interior finishing*
- *Electrical contracting*
- *Painting and wallpapering*
- *Roofing, siding, spouting installation*
- *Flooring and carpet installation*
- *Signs, decks and outdoor furniture*
- *Vocation and technical training center*

The neighborhood service center can be planned and designed to function as a coordinated complex with convenient and adequate parking, pedestrian access and circulation. Well-designed, landscaped parking lots are good and necessary uses for underutilized areas behind the buildings. Attractive and convenient passageways can occupy spaces between buildings or where a dilapidated building is removed. Groups of buildings facing each other across a busy street can function together and complement one another if proper traffic signalization, signage, coordinated design, business planning and joint advertising are practiced.

Neighborhood Small Business and Industry Area

The old underutilized industrial area between South 17th and South 18th streets can be transformed into a complex of rehabilitated and new buildings for small to medium-sized light manufacturing, light assembly, office, light distribution and low storage home improvement types of operations. A single building could be used for one occupant or a building may be occupied by several businesses that share common facilities and services such as reception lobbies, secretarial pools, conference rooms, computer centers, training facilities and lunch rooms.

This area can be planned with adequate employee and visitor parking, proper loading and unloading places, proper lighting and security, and attractive landscaping. It is within walking, biking or short driving distance of all South Allison Hill neighborhood residents, and from adjacent neighborhoods.

Recreation-Education Centers

Recreation-education centers are the focal points of neighborhood leisure time, educational, cultural and social activities. These places become an important part of the lives of local residents.

These centers can be for separate recreational, educational or cultural purposes, or they can be for combined purposes. Schools, training facilities, community centers, indoor and outdoor recreation areas and cultural centers are prime candidates for recreation-education center designation.

The YWCA, the McFarland Building, the Mount Pleasant Hispanic American Center, the Boys and Girls Club and the Schimmel Elementary School are existing centers that are encouraged to continue and flourish. Three new recreation-oriented centers can create additional open space and leisure-time activities in other appropriate and

convenient locations. Like the existing recreation sites, the proposed locations will not necessarily be publicly funded. These sites could be either private-for-profit or nonprofit ventures.

One large, centrally-located recreation center could be at the former and now mostly vacant and deteriorating Allison Hill Industrial Park site. The educational, training and/or cultural component could be added with the effective reuse of the adjacent building to the north. This building might be used for such uses as a satellite vocational-technical school or a job training center.

Two smaller sub-neighborhood open space recreation sites are suggested for the Swatara/S. Fifteenth/S. Sixteenth street area and for the Nectarine/Reese street inner-block area to the west of South 13th Street. This helps provide a good distribution of open space recreation throughout the neighborhood.

The combination of existing and new recreation-education centers offers well-distributed, convenient and diversified recreational, educational and cultural opportunities within convenient walking distance of nearly all neighborhood residents.

The shared use of school, nonprofit association and other land and facilities for recreation, education and community services is an affordable way to expand neighborhood opportunities without straining public, nonprofit and private sector operating and capital budgets for these uses.

Residential Restoration Area

The Residential Restoration Area includes the Sylvan Heights Historic District and vicinity where the concentration of historic homes makes preservation a key to the future. This area can capitalize upon its exceptional history in the evolution of Harrisburg and the neighborhood. Its historic architectural style will combine with the area's close proximity to the downtown, the many state offices, the South Allison Hill Neighborhood Service Center and the nearby YWCA and McFarland Building to create one of the most interesting residential enclaves in the city.

Historic buildings can be restored, when feasible, and others can be carefully replaced with buildings that are designed and used with an exceptional degree of compatibility.



Residential Stabilization and Enhancement Areas

Most of South Allison Hill's housing areas are designated for stabilization and enhancement. Many of these places are in moderate to good condition, but a few blighted sections and numerous small pockets of blight threaten better areas. The blighted areas must be removed or upgraded, and the better areas stabilized, to ensure that blight does not overcome them. Current housing code enforcement, blight removal and rehabilitation efforts can be continued and expanded to protect these areas. Zoning regulations are being reviewed and revised to control uses that may be incompatible or intrusive.

Enhancement efforts can involve relatively simple tasks such as cleaning up debris from lots and streets, planting of street trees, beautifying individual properties and landscaping common facilities such as off-street parking lots.

Residential area stabilization and enhancement can be helped enormously by a thriving Neighborhood Service Center, a successful Neighborhood Small Business and Industry Area and a stimulating Recreation- Education Center on the former Allison Hill Industrial Park site. Convenient shopping, more jobs close to home, real estate improvements and refreshing new open spaces can produce an atmosphere of livability and economic progress.

Business and Industry Corridor

The Business and Industry Corridor is now, and can continue to be, different in purpose and character from the Neighborhood Small Business and Industry Area. The Business and Industry Corridor, on the southern end of the neighborhood, is an excellent location for large buildings and companies that require sizable indoor and outdoor space. The corridor has easy access to I-83 and is served by rail. Present companies should be encouraged to stay and expand in this area. Fortunately, some vacant and underutilized land will be an attraction to larger firms and space users wanting a prime in-town location.

Auto Related and Highway Service Corridor

The Auto Related and Highway Service Corridor, along Paxton and Cameron streets, currently contains a multitude of automobile and highway-service related uses. This existing image and economic base is the foundation for a one-of-a-kind regional center for the sales, servicing, special product offering and treatment of vehicles. This corridor could include businesses for auto detailing, auto parts, auto repair

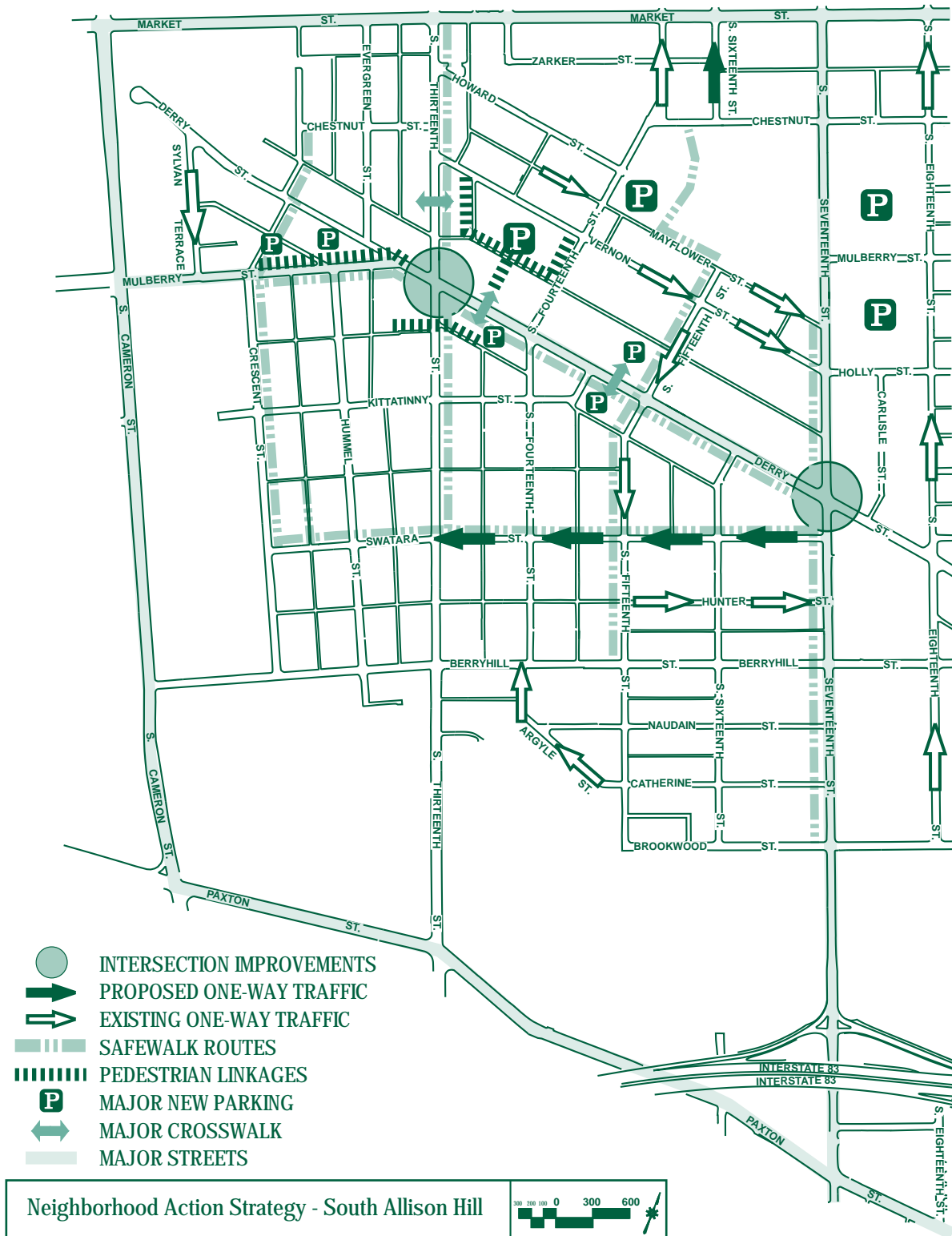
(including auto self-repair), convertible tops and moon roofs, antique car restorations, speed shop items and many other products. Taxi and limo services and other transportation services can also be possible adjuncts to the main automobile-oriented uses in this corridor.

One possible use might be an auto parts/repair/self-repair center. This center would be a single place to buy auto parts, obtain auto repair advice and assistance, and (possibly) perform self-repairs. Garage bays would be available for rent, and tools and other equipment would be provided by the owner/operator. Many neighborhood residents are knowledgeable about auto repair, but they lack a convenient place to work on cars.

The corridor's further development of more auto and transportation uses can produce new close to home jobs and job training opportunities, especially for residents interested in repairing and enhancing vehicles.



VEHICULAR & PEDESTRIAN TRAFFIC IMPROVEMENTS



Improving Circulation and Parking

Improving Circulation and Parking

The present and future of neighborhood areas must be supported and served with proper access, traffic circulation, public transportation and parking.

Improving Traffic Flow, Vehicular Circulation and Pedestrian Movement

A traffic circulation and parking analysis was conducted during the preparation of this Neighborhood Action Strategy. On-street and off-street parking, vehicular circulation and pedestrian circulation characteristics and issues were examined. The results of this analysis and the discussions with residents and others were used to recommend circulation and parking improvements.

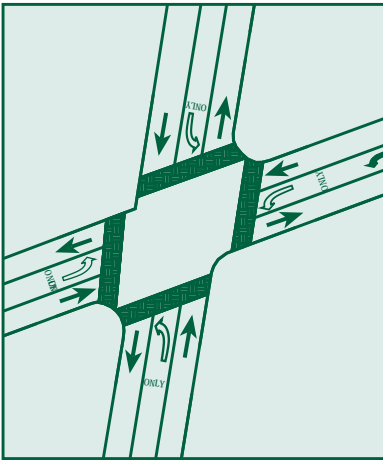
Non-Neighborhood Traffic Flow

Fundamentally, the present system of moving through-traffic not destined for the neighborhood can continue to work well. Through-traffic rarely intrudes upon the neighborhood's residential areas and the Neighborhood Service Center and the Neighborhood Small Business and Industry Area are positioned to benefit from through-traffic access and visual exposure from the streets.

Some improvements can facilitate through-traffic flow and can make neighborhood vehicular and pedestrian circulation safer and more efficient:

- Creation of a separate left-turning lane and directional signal for traffic making left turns to 13th and heading east on Derry, and for traffic making left turns to Derry and heading south on 13th Street. Left turn lanes should also be considered from 17th Street

to Derry east and Derry west. Detailed studies by engineers can determine the exact nature and cost of these solutions.



- Improvement of traffic visibility at many street intersections can be made if vehicles are prohibited from parking too close to the corners of the intersection. Clear sight triangles could be established and enforced at the non-signalized street intersections. This will ensure that traffic passing through an intersection, or turning onto streets, can safely see oncoming vehicles.
- Monitoring of traffic flows and accidents at 13th and Paxton, 17th and Brookwood, 17th and Berryhill, and 17th and Paxton is necessary. The specific causes of accidents at these intersections should be studied, with input from the City's Police Department, the City Engineer and neighborhood residents. A detailed review of the intersections' turn lanes, parking setbacks, lane alignments, pavement markings and channelization can help determine specific safety improvements.

Internal Neighborhood Circulation

The neighborhood's one-way street system should continue to discourage outside traffic from entering and circulating within residential areas. This is desirable to deter crime and to keep neighborhoods free from unnecessary noise. Several changes of one-way street directions, although not essential, would improve access to neighborhood homes: 1) Swatara Street from one-way east to one-way west, 2) Chestnut Street between South 14th and South 17th from one-way east to two-way, and 3) 16th Street between Market and Chestnut Streets from one-way south to one-way north.

Other changes to the one-way system may be necessary depending upon specific site plans and the reuses of old buildings and lands regarding access, parking, and origins and destinations of customers, employees, and service and delivery vehicles.

Internal neighborhood vehicular circulation can be improved by adding or replacing badly worn turning lane markings. Also, missing street and directional signs should be replaced and more directional signs can be added to help motorists find their way to existing and future activity areas.

Pedestrian Movement

The following basic improvements will make pedestrian movement easier and safer:

- Marked pedestrian crosswalks can make the neighborhood more pedestrian-friendly and reduce conflicts between walkers and drivers. Crosswalks can be designated using paint or brick-patterned concrete. Crosswalks can also be at mid-block locations, especially at the Neighborhood Service Center and at Recreation-Education Centers.
- Opportunities exist to close a few selected segments of streets to through traffic. These closures would increase the feeling of a contained neighborhood, reduce the chances of anonymous crime, and provide additional open space, parking and development opportunities.
- Two closures are suggested for further consideration: 1) the small segment of Derry Street, between Mulberry Street and Evergreen Street; and 2) the east end of Mayflower Street at South 17th Street. Other street and alley segments might be closed, if residents of individual blocks participate in these decisions.
- Cracked and buckled sidewalks can be replaced to allow accident-free pedestrian travel.
- "Safewalk routes" are walkways and pathways that can connect residential neighborhoods with recreation-education centers, the Neighborhood Service Center, the Neighborhood Small Business and Industry Area and other concentrations of activity. The participation and support of residents and businesses are key to the success of a safewalk program.

The program can involve designating routes, educating neighborhood children and other residents about routes (preparing an informational brochure with a map), designating safe houses and businesses along these routes (using posters or stickers in windows), and using human surveillance of pedestrians.

Streetscape improvements such as lighting, sidewalk repairs and crosswalks may be necessary along these routes.

Transit Service

Capital Area Transit (CAT) routes should continue to service the neighborhood. Departure and arrival times can be evaluated and adjusted to maximize use by neighborhood workers. Bus shelters can be added to improve the use and comfort of bus service in the neighborhood.

The feasibility of shuttle buses to link the neighborhood with activity nodes outside the neighborhood should be investigated. Social service



agencies might consider using vans or mini-buses to transport disadvantaged people to specific drop-off points.

Parking

Where needed, additional parking can be created in most neighborhood circumstances. However, groups may have to work together to obtain the use of several properties or work with the city to make it happen.

On-Street Parking

On-street parking is permitted on most local streets in the neighborhood, and this practice can be retained. The policy of prohibiting parking along alleys should be retained, except where parking is an exceptional problem and where an alley's cartway is wide enough to accommodate parallel or angular parking and one moving traffic lane. In the commercial areas, such as along Derry Street in the vicinity of South 13th Street, on-street parking must turn over frequently for customers to have convenient, quick stop parking. Turnover can be achieved with parking meters or signed, time-limit controls that are enforced. At the time more off-street parking is provided, on-street parallel parking could be made easier, and traffic flow impeded less, if the parking bays are 3 to 5 feet longer for ease of backing in and pulling out.

Deliveries to commercial uses, where possible, should be encouraged on alleys rather than front streets. This will reduce double parking on main streets.

Off-Street Parking

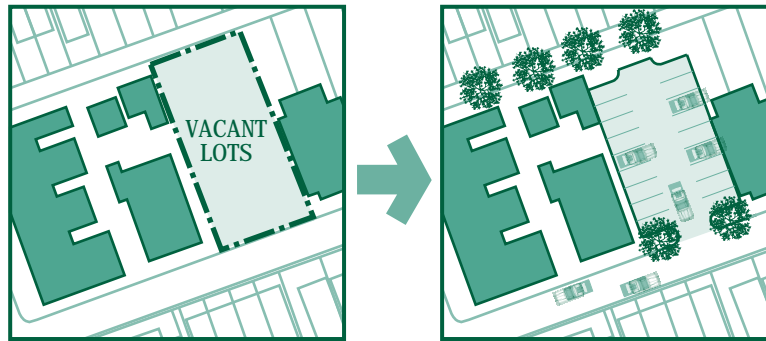
More off-street parking lots can be provided in commercial, industrial and residential areas to relieve on-street parking demand and meet the needs of new development. Vacant, blighted and underused properties in the neighborhood should be considered for additional parking.

Off-street parking lots are welcomed as usable open spaces when they are well-landscaped and lighted.

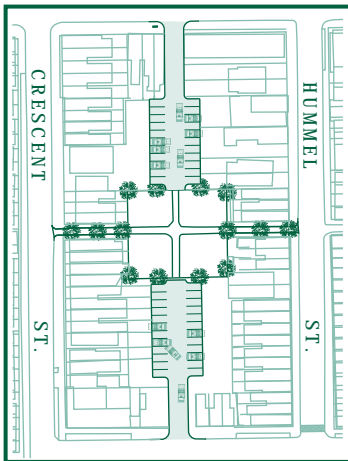
Smaller off-street parking lots, owned and maintained by neighborhood associations, churches, block watches and others, can be provided as opportunities arise. Even small lots alleviate parking problems, especially where on-street parking demand is heavy.

Several examples of possible parking development concepts are shown on the following page.

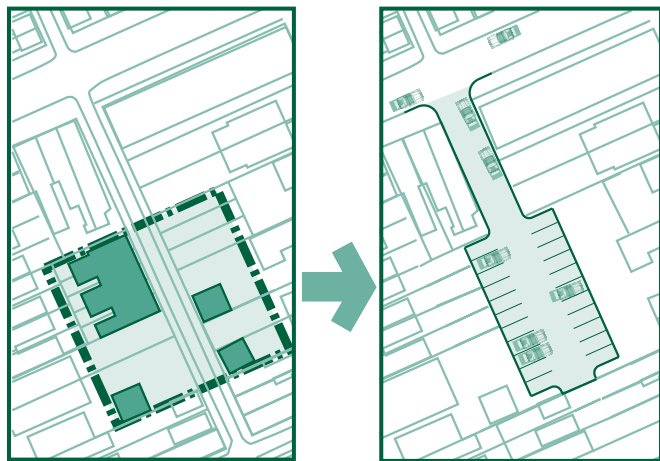
WAYS TO INCREASE NEIGHBORHOOD PARKING



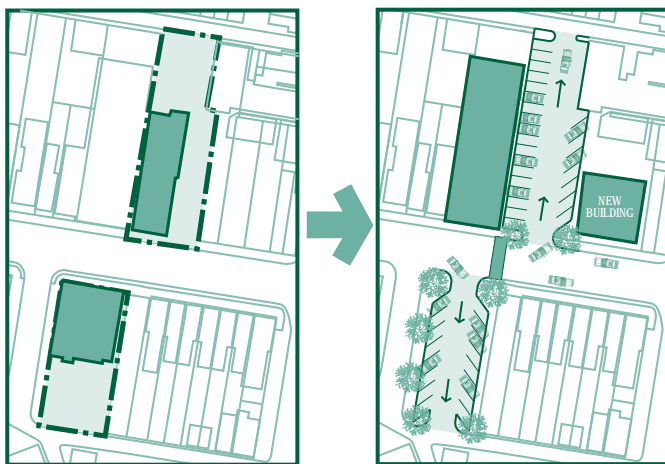
VACANT LOTS TO PARKING



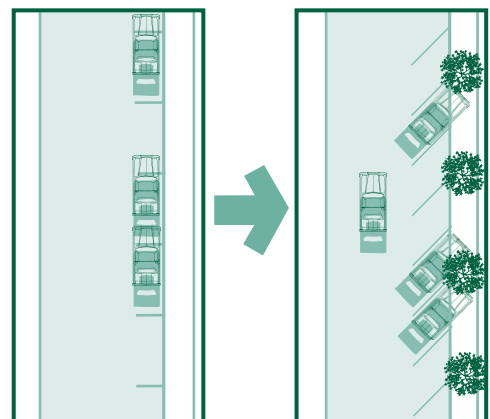
INNER BLOCK PARKING



REAR LOTS TO PARKING



BLIGHTED BUILDINGS TO PARKING



**INCREASING SPACE WITH
ANGLE PARKING**

Common and Shared Parking

Many small private parking lots and church parking lots exist in the neighborhood. Consolidation and redesign of several small private parking lots will create additional parking spaces. Churches in the neighborhood might also agree to lease or make their lots available under specific terms and conditions, including day and time restrictions. The revised draft Harrisburg Zoning Code permits off-site parking up to a distance of 400 feet. Liability concerns can be addressed through a master leasing approach whereby the lessee assumes the liability risk.

Enforcement of Regulations

Parking regulations must be accompanied by serious enforcement. It may not be cost-effective to use sworn police officers to enforce parking regulations in the neighborhood. One or two full-time parking enforcement officers would probably be adequate to patrol the neighborhood.

Paying Attention To Safety and Security

Background

The safety and security of neighborhood residents and businesses are among the most important aspects of revitalization. Crime, and fear of crime, are major concerns of present and potential residents and investors.

Children, adults and seniors want to be protected from robberies, muggings, rapes, kidnappings, burglaries, auto thefts, drug dealings, vandalism, privacy invasion and other crimes that may threaten their daily lives.

At first glance, the subjects of "crime prevention" and "designing safety into neighborhoods" seem pretty simple. Just get more police personnel in the area or walking the streets. Just block streets to prevent outside "intruders" from "cruising" into and through the neighborhood. It's not so simple. Street and lot layouts, needs and desires of neighborhood residents, locations and types of public spaces and many other characteristics vary from one portion of a neighborhood to another. Therefore, a solution in one area may not be appropriate or acceptable in another area.

One single action or physical change will rarely prevent crime. Crime prevention most often requires a comprehensive set of actions involving many responsible people. Usually, actions should involve three components: 1) law enforcement, 2) direct citizen participation, and 3) planning and designing to help prevent crimes.

The City of Harrisburg Comprehensive Plan endorses the concept of planning and designing for safety and crime prevention in the city's

Preventing Crimes Requires

- *Law enforcement, Careful land use planning,*
- *Sensitive designing of streets, landscapes and buildings, and*
- *Citizen awareness and direct participation*



Working Together To Keep Kids Safe

neighborhoods. The plan recognizes that aggressive city police protection and other public safety activities can never be enough to prevent and respond to all criminal acts. Initiatives by other city agencies, civic organizations and the residents themselves are also necessary to significantly reduce crime.

Both the City of Harrisburg and the neighborhood residents are responding to needs for aggressive crime prevention. The city has established a satellite police station at 313 South 15th Street and an active Neighborhood Watch Program is in effect in South Allison Hill. The attention given to "designing for safety" in this report is another initiative toward improvement of safety and security in this neighborhood and others in the city.

Crime Prevention Through Environmental Design

Crime Prevention Through Environmental Design (CPTED) is based on the theory that the proper design and effective use of the built environment can lead to a reduction in the fear and incidence of crime, and to a better quality of life.

The CPTED approach embodies three overlapping categories of treatment: 1) *access control* aimed at decreasing the opportunity for crime (guards, locks and "definition" of space through environmental design); 2) *surveillance* directed at keeping intruders under observation (police patrol, lighting and viewing through windows or allowing views to areas) and 3) physical design that creates "territoriality" that expands residents' influence or control over their environment (location control, vehicular and pedestrian circulation patterns, access control and streetscape/landscape designs).

Primary "Design for Safety" Guidelines for the Neighborhood

Many planning and design techniques are possible, but the techniques most applicable and appropriate for South Allison Hill are in the following three subjects: 1) land use and activity locations; 2) vehicular and pedestrian circulation; and 3) streetscaping, landscaping and labeling.

These techniques are directed toward prevention primarily through physical design. Physical design solutions will complement and facilitate continuing efforts of police protection, public education about crime prevention and citizen involvement at the neighborhood level.

These techniques also deal mainly with "area solutions" rather than detailed architectural design solutions applicable to individual buildings.

Land Use and Activity Locations

Certain land uses and activities are more likely to experience criminal behavior than others. The specific locations of these uses and activities also play a major role in determining the likelihood of criminal behavior and the degree of impact on nearby uses. For example, certain uses located in remote areas where few people exist may attract criminal elements, whereas the same uses in visible locations with more people present may be trouble-free.

Propensities for uses to engender criminal behavior or nuisances vary depending upon the specific uses and the physical environment in which they occur. Even the perception that certain uses are "inherently dangerous" is nearly as influential to peoples' attitudes about an area as the actual crimes arising from the uses. Uses such as drug and alcohol rehab centers, halfway houses for prisoners, and homeless shelters are often threatening to neighborhood residents, whether the basis for concern is real or perceived.

Other uses that are "leisure time" or "entertainment" oriented have the potential to attract and generate deviant or criminal behavior. Places such as bars, private clubs and video game arcades are among these uses. Other places, especially in non-visible locations, where people can "hang out" can also be trouble spots. Playgrounds, parking lots, laundromats and other nighttime activity places are among the uses that need careful location and planning.

Here are some land use and activity location planning guidelines for creating a safer neighborhood:

- Achieve greater identity and participation in the neighborhood by creating smaller mini-neighborhood units to which residents relate and in which their personal involvement is more likely. Opportunities already exist for residents to participate in such programs as the Neighborhood Crime Watch Program, the Adopt-A-Block Program and the Citizen Inspection Program.
- Plan neighborhood commercial activities in a concentrated area where the presence of more neighborhood residents, better lighting and more efficient surveillance are crime prevention factors.
- Encourage occupancy of vacant, mixed-use buildings and upper stories in commercial areas, and stricter compliance with various code enforcement actions.



- Encourage bars and night time entertainment places to be well-planned, well-managed and well-placed in a separate high-intensity district.
- Locate drug and alcohol rehab centers, halfway houses and homeless shelters outside of residential areas.
- Locate unsafe activities away from such uses as schools, parks, playgrounds, community social centers, churches and other similar uses. And, ensure equal or intensified surveillance and enforcement in neutral, public or non-occupied areas such as parks, lots and schools.
- Create and improve views from homes and employment places to neighborhood parks and recreation areas.

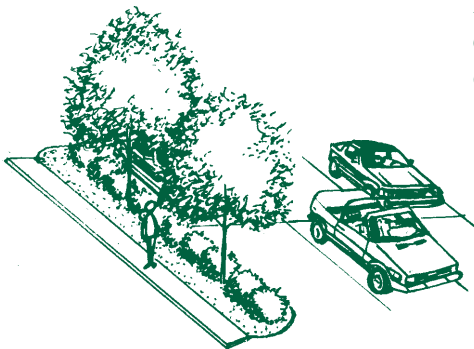
Vehicular and Pedestrian Circulation

Traffic not destined for homes within the neighborhood should be directed around the neighborhood or on several primary streets connecting the neighborhood to key destinations beyond. Opportunities for vehicles to travel through residential streets should be minimized to prevent the intrusion of nonresidents and to reduce opportunities for "outsiders" to commit crimes or disturb the peace and privacy of these areas.

The neighborhood should be one in which residents can safely walk and bike to shopping, recreation, school, and even local work places. This neighborhood can be more "pedestrian-oriented". As a result, quality of life will increase, getting around will be more convenient, public pride and neighborliness will be created. South Allison Hill and other city neighborhoods can then become viable, distinct choices compared to stark, rigid and characterless suburban subdivisions.

Here are some guidelines to minimize nonresident traffic and potential crime on residential streets and parking areas, and to create more opportunities for safe pedestrian circulation:

- Cut off certain streets and alleys to through traffic.
- Maintain visibility to parking areas and public spaces from streets.
- Use one-way streets directed out of certain areas to prevent easy access by nonresidents.
- Use non-closing gates or walls with a mini-neighborhood area's name and warning signs on streets entering the mini-neighborhood.



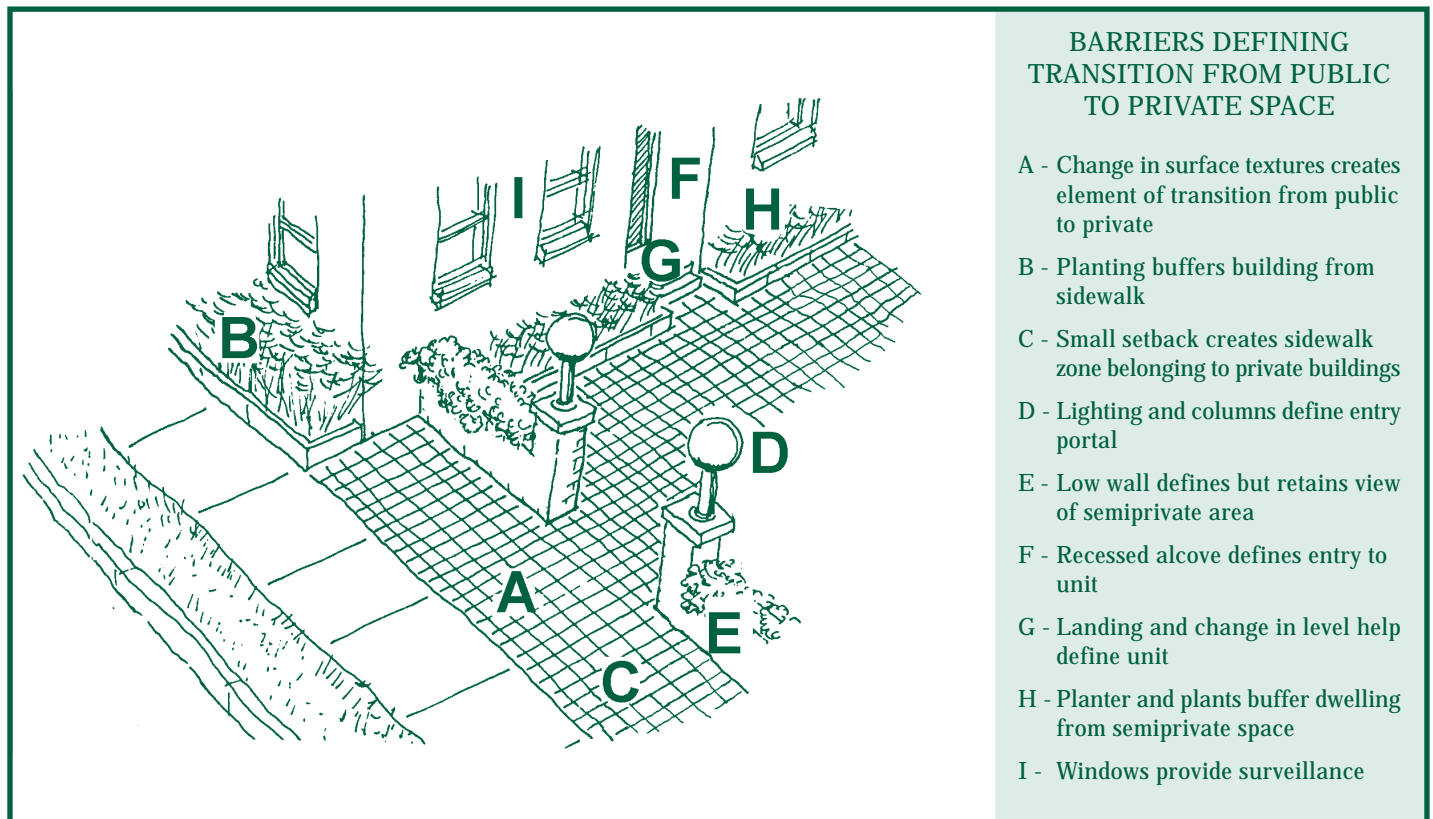
Maintain visibility from streets to parking lots and public spaces

- Create and label "safewalk" routes that connect key activity areas of the neighborhood--shopping, schools, parks and other public use activity centers. Safewalks would be used by neighborhood children, older adults, physically challenged people and everyone else. Safewalks routes should be landscaped and lighted according to crime prevention design techniques. The walks should be labeled with signs, be heavily patrolled, be well-publicized and be well-known by residents.
- Design direct pedestrian connections to parking areas whenever possible.

"Safewalks" are sidewalks and other pathways that connect residential areas with recreation, education, shopping and other activity places.

Streetscaping, Landscaping and Labeling

The placement, design and performance of physical features along the streets, in public spaces and in private areas are critical aspects of neighborhood crime prevention. The placement and design of physical features can help prevent crime through such measures as: increasing visibility, preventing access, identifying private space, increasing lighting, beautifying an area, and preventing litter and other signs of abuse.



Here are some guidelines for preventing crime through sensitive placement, design and maintenance of physical features:

- Locate and design physical features to maximize visibility, including building orientation, windows, entrances and exits, parking lots, walkways, guard gates, trees and shrubs, fences or walls, signage and any other physical obstructions.
- Locate persons and/or activities to maximize surveillance possibilities.
- Provide proper night time illumination of parking lots, walkways, entrances and exits.
- Use sidewalks, pathways, lighting and landscaping to clearly guide the public to and from entrances and exits.
- Use fences, walls or landscaping to prevent and/or discourage public access to or from dark and/or non-monitored areas.
- Use pavement treatments, landscaping, art, signage, screening and fences to define and outline ownership of property.
- Use low-maintenance landscaping and lighting treatment to provide more opportunities for surveillance, to control and channel access and to demonstrate to outsiders that neighborhood residents' "territory" should not be invaded.



Capturing Opportunities for Development & Investment

South Allison Hill has many places for positive improvement, development and reinvestment. Six opportunity areas are particularly significant because of their strategic locations, current conditions and future potential. The revitalization of these areas will make them the catalysts for many other possible changes in the neighborhood.

An opportunity area may have one or many strategic projects within it. In most instances, there is more than one place that a project can be located and projects may occur independently or in combination with other projects. Most projects can be done at the same time, and many can be accomplished in two or more stages.

The six opportunity areas, and the strategic project ideas described for each of them, have high potential for changing the image, physical condition and economic development of nearby areas and the entire neighborhood.

OPPORTUNITY AREAS

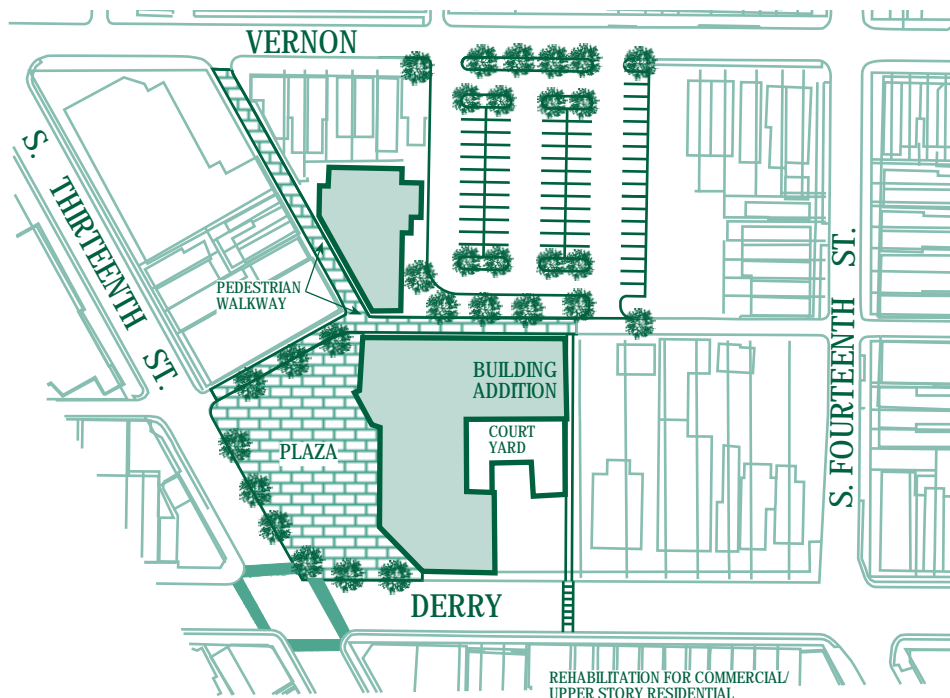


Opportunity Area #1 - Neighborhood Market Place and Farmers Market

Revitalization Potential

Area #1 is positioned to become the heart of retail and services in South Allison Hill. Thanks to its central location on two major streets, Derry and South 13th, this site is the ideal location of new or relocated retail and service businesses. With the proposed improvements, this site can attract a "critical mass" of commercial activity. Key aspects of this area's resurgence as a commercial center are:

- the rehabilitation of buildings on the south side of Derry between 13th and 14th Streets for continued and new first floor businesses with upper story residences,
- the creation of off-street parking spaces behind buildings and on several vacant or cleared lots,
- the provision of convenient and safe pedestrian circulation between parking and stores through pathways, crosswalks and the alleys with controlled vehicle use, and
- the rehabilitation, expansion and adaptive reuse of existing buildings, and possible additional new buildings to accommodate a neighborhood marketplace, a farmers/ethnic market or a mix of these projects on the north side of Derry between 13th and 14th streets, and possibly extending across Thompson to Vernon.



BENEFITS

- *Environmental blight is eliminated through land cleanup and building demolition.*
- *Opportunities for new businesses like a neighborhood market place are born.*
- *Safety and security are improved.*
- *Significant parking is added to the Neighborhood Service Center.*
- *Churches may share parking with others.*
- *Pedestrians have convenient pathways connecting parking areas, businesses and other activity places.*
- *Rehabilitation of existing buildings is stimulated.*

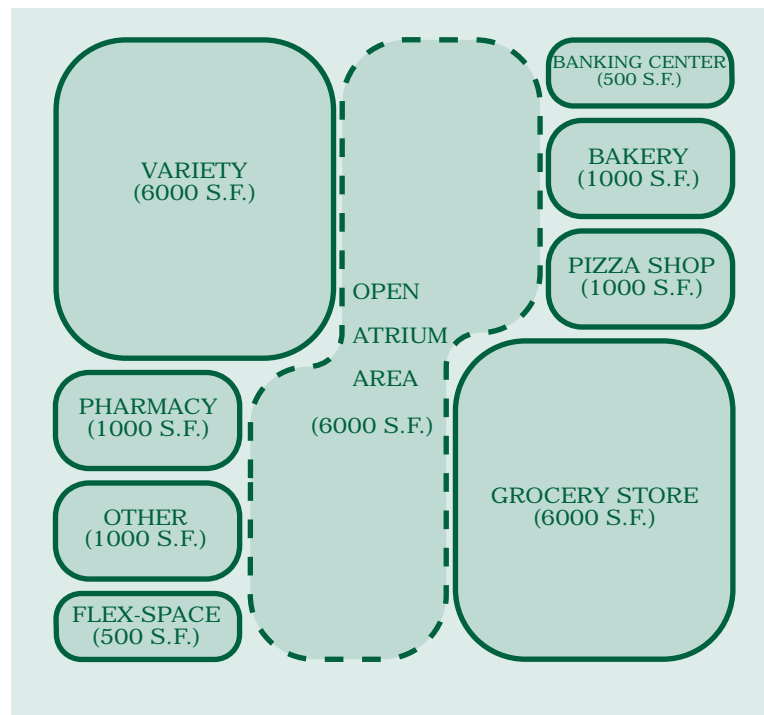
Forty to sixty years ago, South Allison Hill had a vital economy with a variety and abundance of shops and businesses: Food Fair grocery, Shell's Bakery, Republic Meat Market, A & P Market, flower shops and photographer's studios, East End Trust Company, Citizen's Trust Company, Ellis' Ice Cream Shop, Zeiders hardware store and the Howard Street Post Office.

Project Profiles

A **neighborhood market place** can be a multi-purpose commercial "anchor" that solidifies the Neighborhood Service Center. The neighborhood market place combines frequently used, convenience-oriented businesses in one building or in separate nearby buildings primarily to serve neighborhood residents and local employees. It could have such businesses as a grocery store; a bakery; a deli; a pharmacy; a banking center; a quick food restaurant or food court; a variety store; and possibly a satellite medical center. This indoor market place may occupy 20,000 to 30,000 square feet consisting of small "pods" that provide flexible spaces for small business expansion. Space for community events and common activities is possible in an atrium or open plaza area.

One example is a grouping of retail and service enterprises in an "urban" mall configuration which would provide neighborhood residents with a concentrated, convenient shopping place not currently available. The market place should house a mix of high-demand "pod" enterprises. These enterprises would be small-scale versions of high-demand mainstream businesses, but they would require smaller investments and lower break-even levels. The example presented here suggests a pharmacy, banking center, bakery, variety store, pizza or other quick food parlor and grocery store.

Market Place Concept *Possible uses and space allocations*



An auto parts store, deli and other similar businesses are other potential tenants. This example contains a Gross Leasable Area (GLA) of approximately 17,000 square feet with an additional 3,000 to 6,000 square feet of atrium space for a total project size of 20,000 to 23,000 square feet. About seventy percent of the customers can be expected to reside in the neighborhood (trade area with a radius of 1.5 miles), with the remaining thirty percent coming from outside the neighborhood. The suggested business mix could be expected to attract 20 percent or more of the available neighborhood retail purchasing power directed to purchases (34.9% of disposable income) of like items. This capture of purchasing power is especially possible since the neighborhood has limited alternative shopping opportunities and many residents must travel long distances to area malls and strip centers using public transportation, taxis or car-pools.

Imagine a bustling **farmers and ethnic market** with an informal, festive atmosphere for regular and occasional shoppers. The market would have a mix of fresh vegetables, fruits, meat, poultry, seafood, candies and nuts, spices, ethnic foods, gourmet foods and much more.

A large farmers and ethnic market can be the single use of several existing buildings or of a new building constructed on a site made available by the removal of blighted structures and debris. A new building can be built with large free-span spaces ideal for farmers market vendor space layouts and for the flexibility of common space and community space use. A new market building could be designed to resemble an old time farmers market, perhaps reminiscent of the previous one on Market Street.

An open air or tent market is appropriate as a seasonal, low cost or start-up business. A more serious market enterprise must be indoor, although it will not require detailed and expensive finishing of indoor space.

Outdoor space may also be included with an indoor market for summer season market use and for special outdoor events. Convenient parking and loading/unloading space is essential.

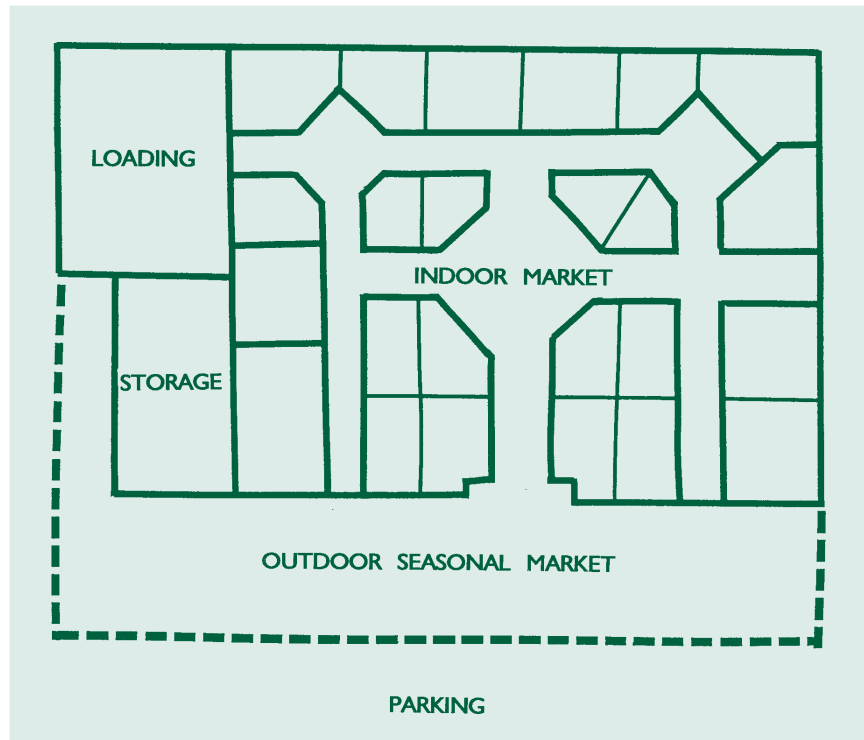
Many different food growers, producers and preparers can be located in such a facility that may be open year-round or seasonally, and may be available daily or only on Thursdays, Fridays and Saturdays. Local crafts-makers could also rent space at the market to sell local products such as quilts, wreaths, jewelry, woodcarvings and other crafts. This market can benefit greatly from the neighborhood's diverse culture. Twenty-five to thirty vendors is an important minimum "critical mass" for financial feasibility but more than 30 vendors is desirable. Most vender stalls will be no more than 100 square feet. Thirty vendors can be accommodated with as little as 5,000 to 7,500 square feet of interior space.

A farmers market,
located at the corner
of 14th and Market,
served the community
until the 1960's.

Farmers Market Concept

REPRESENTATIVE VENDORS

- Meat
- Poultry
- Fresh fish/seafood
- Delicatessen
- Produce
- Tropical fruits
- Baked goods
- Cheese/dairy
- Newstand
- Ice cream
- Candy/nuts
- Spices/condiments
- Prepared foods



A year-round farmers market can be an outstanding business venture that would attract both business and customers to the neighborhood. A year-round market should be managed and financed as a full-time business venture rather than an informal, part-time association of owners and vendors.

One example might be a market which evolves over time from an open-air gathering of transitory vendors to a clear-span building with permanent vendors. The market might contain 30 to 40 vendors operating from 10' by 10' stands (100 square feet). Annual rental rates might range from \$8 to \$10 per square foot. Given these assumptions, vendors might be expected to have average sales of \$15,000 per year. But this will vary by product, frequency, etc.

A food cooperative also would be a viable alternative or complementary use in this area.

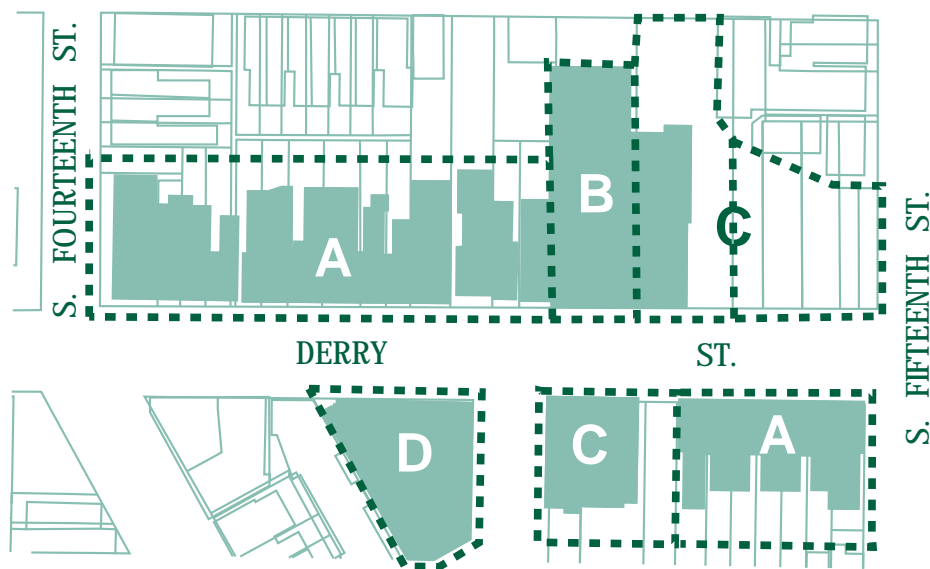
Opportunity Area #2 - Entertainment and Cultural

Revitalization Potential

This area presents the opportunity to introduce new uses oriented to quality entertainment and hospitality businesses, such as a movie house,

ethnic restaurants, coffeehouse, lounges and arts and cultural presentations. This area can be an unique enclave of culture, entertainment and complementary uses. It can be a specialized commercial area that replaces a portion of the neighborhood now harboring the most negative images of South Allison Hill to neighborhood residents and to passing motorists on Derry Street. Revitalization of this area would enhance its appearance and economic value while producing new leisure time opportunities. Area #2 presents many chances for individual property owners, or developers who combine properties, to rehabilitate sound buildings, remove unsalvageable ones and make productive use of a few vacant parcels. Several of the improvements and reinvestments include:

- a quick and relatively inexpensive fix-up paint-up of the facades on both sides of Derry Street, to produce an immediate positive impression of the area,
- the removal of severely blighted buildings at the corner of Daisy and Derry streets and of select other buildings to be replaced by small, well-landscaped parking lots or open spaces, and
- the restoration of the former theater on the north side of Derry for use again as a theater for movies and the performing arts.



BENEFITS

- A- Building rehabilitation and facade improvements for restaurants, lounges, art and craft stores, artist studios and cultural displays.
- B- Restored theater for movies and performances.
- C- Parking or new development potential.
- D- Continuing religious and cultural influence.

There were three movie theaters in South Allison Hill; The Roxy, at 13th and Thompson (now a church), The Capital, at 13th and Howard (now a fire station), and The Grand, 1400 block of Derry (now a church).

Project Profiles

Perhaps its best primary use is showing economically priced movies, including second-run hits recently shown as first-run films at other theaters. The refurbished movie house may also be used for art, cultural, historic and ethnic film showings, and for live performances. Detailed structural and architectural evaluations and designs are needed to determine feasibility of the building for use as a movie house under current standards. Theaters require high ceilings to accommodate the movie screens. Ceiling heights need to be at least 20 feet at the highest point. Most existing buildings do not have adequate ceiling heights unless they already have performance areas.

A movie house project will not be advisable unless the blighting influences of adjacent buildings and those across the street are eliminated. Convenient off-street parking is also a requirement.

Opportunity Area #3 - Recreation and Education Complex

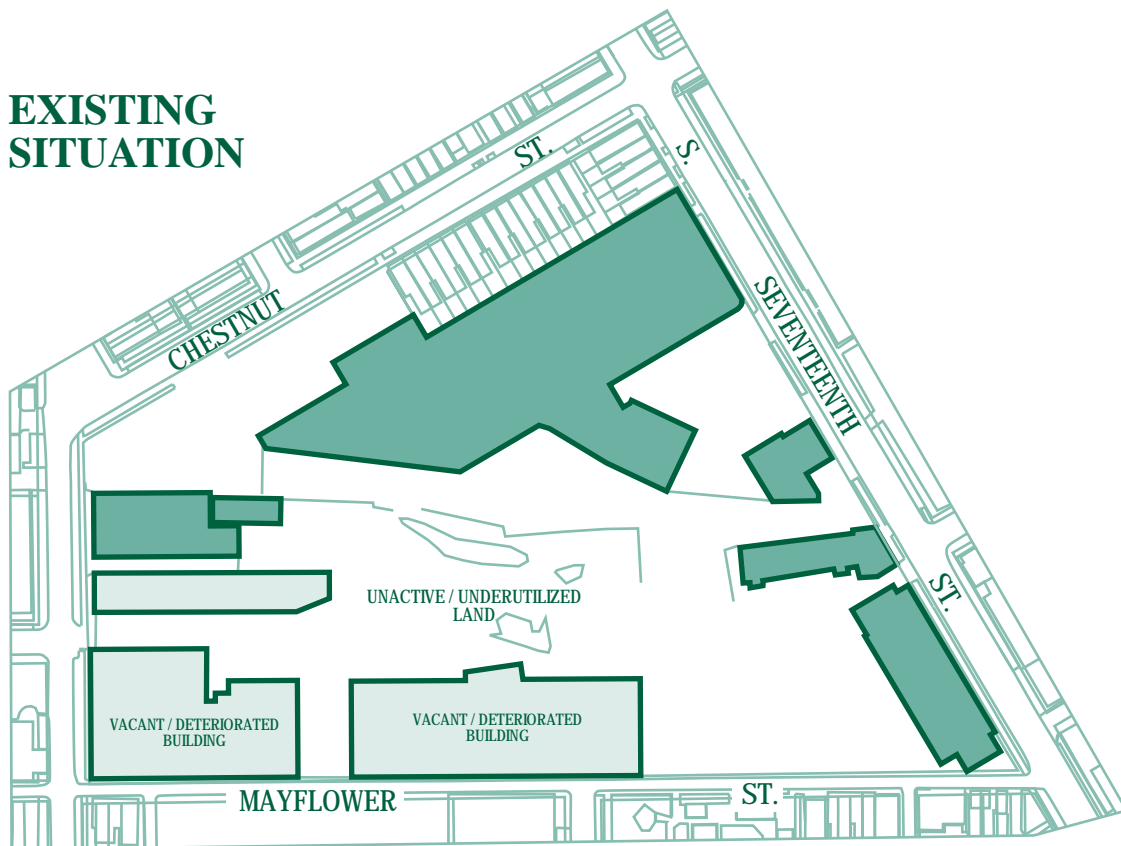
Revitalization Potential

A multi-purpose recreational, instructional and open space theme will drive the recovery and reuse of the now blighted and primarily unused South Allison Hill Industrial Park site. The buildings should be replaced with large open space recreational spaces that include informal play areas, designated field sports and court games. A corridor of informal tree plantings can add greenery and produce an informal picnic area near the more active recreation activities.

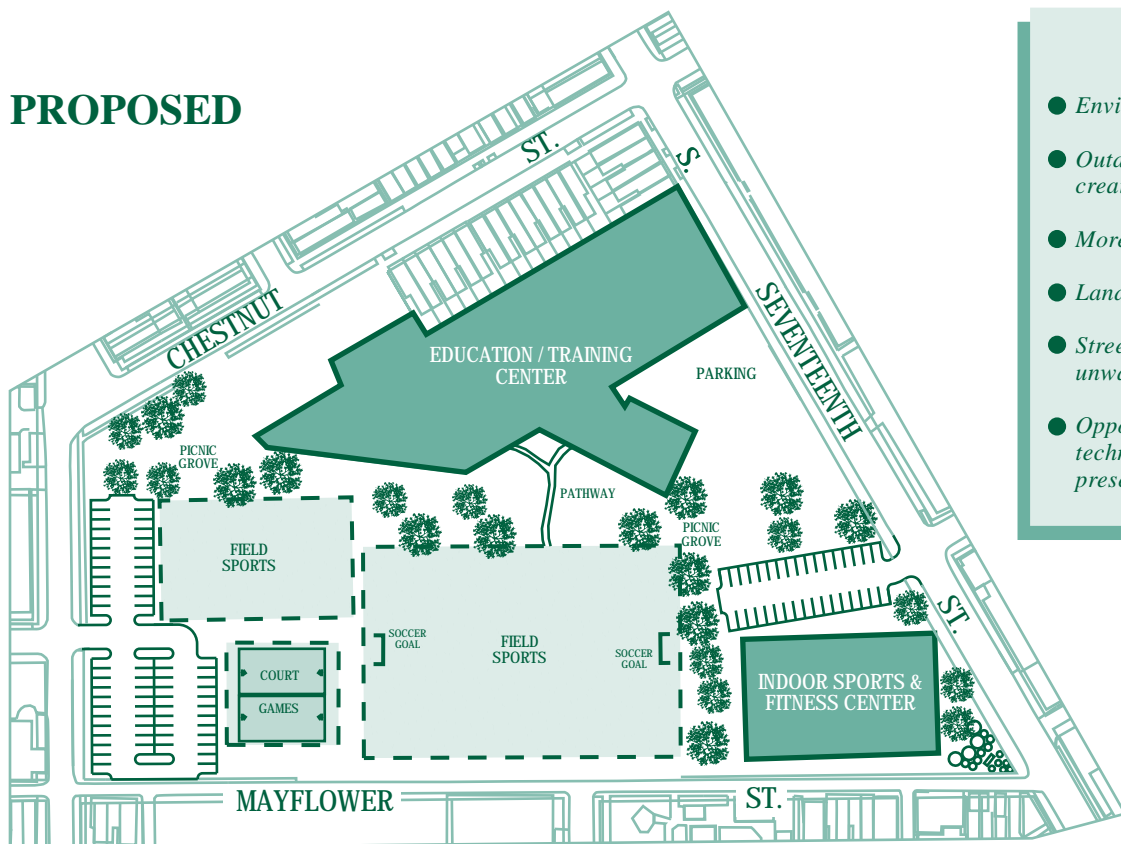
Two indoor facilities are suggested. All or a portion of the large building to the north is encouraged for use as an educational, training and instructional center. A second indoor facility on 17th Street could be developed as an indoor sports and fitness center, if several existing buildings could be acquired and replaced.

The revitalization of Area #3 could be the single most important contribution to neighborhood "livability" in the history of South Allison Hill. A secondary benefit occurs from the area's location across South 17th Street from the Neighborhood Small Business and Industry Park which can have strong ties to the Area #3 opportunities for recreation and training. The commitment of one or more neighborhood associations is required for the development, operation and maintenance of at least the outdoor recreation space and facilities.

EXISTING SITUATION



PROPOSED



BENEFITS

- Environmental blight is removed.
- Outdoor and indoor recreation is created.
- More safety and security occurs.
- Land uses are more compatible.
- Street closings discourage unwanted outside traffic.
- Opportunities for a vocational and technical training center are present.

Project Profiles

This area could be nothing more than a beautiful, green and refreshing open space for informal play. Or, it could be fully developed in phases over time to fulfill a host of recreational and instructional needs. Key projects or tasks include:

- property acquisition,
- environmental remediation (possible Brownfields Program),
- building demolition,
- creation of an open informal play and field sports area,
- construction of parking,
- addition of court games,
- addition of a greenway corridor with picnic tables, and the
- determination of educational and indoor sports facility feasibility.

The concept of an **indoor sports and athletic skills development center** may be considered by the private sector. Such a center would be oriented to indoor sports and provide more opportunities for sports skills instruction. This concept would appeal to recreation and sports-minded residents. The center could provide a vast array of sports options to many ages, families and interest groups. The facility could include health club and fitness areas, racquetball, basketball, batting cages, swimming pool, skating areas, indoor miniature golf, sports skills teaching facilities, meeting rooms and rental space for sports training, sports memorabilia, trading cards, sports equipment and sports banquet facilities.

The concept of a **vocational and technical training center** might also be considered within this opportunity area or in the Small Business and Industrial Opportunity Area (Opportunity Area #4). Vocational and technical training is necessary to prepare and retrain a work force for technology-driven industries. A training center located within the neighborhood would be advantageous given the abundance of young people, the high level of unemployment, and persons on public assistance comprising a ready-to-be-made workforce. One example might be a training center that could be designed as functional, cost-effective flex-space, providing classrooms and technology areas adaptable to an array of training needs. The training center could be sponsored and operated by a consortium of organizations already providing vocational and technical training--electronics institute, vo-tech school, employment training corporation, truck driving school, community college, local hospital and similar organizations. The training center could operate as a satellite center of the consortium, and provide in-neighborhood training opportunities for vocational and technical areas matching the workplace

VOCATIONAL AND WORKFORCE TRAINING OPPORTUNITIES

Industries listed below have been good performers in terms of employment growth, and increased productivity and size. Jobs in these industries represent the most plausible targets for vocational and workforce training opportunities:

- Special Trade Contractors
- Chemical/Allied Products
- Stone/Clay/Glass Products
- Instruments
- Transportation by Air
- Communication
- Wholesale
- Miscellaneous Retail
- Health Services
- Legal Services
- Social Services
- Engineering and Management Services
- Business Services
- Auto Repair/Service/Parking
- Amusement/Recreation
- Membership Organization

skills of high-performance local and regional industries, and of the new businesses and industries targeted or contracted for location in South Allison Hill and vicinity.

Examples of "high-performance" growth industrial categories that might be targeted for training include construction, manufacturing, transportation, wholesale, retail and services. Also, those specific industries which relate to development projects proposed for South Allison Hill such as the construction and maintenance trades center, and the household/domestic services center could also be the focus of targeted job training. Training in the areas of retail, sales, marketing and merchandising can also be addressed.

Opportunity Area #4 - Small Business and Industrial

Revitalization Potential

The opportunities in Area #4 are based on a traditional concept of starting and expanding businesses close to home and working close to home. The concept also involves the attraction of viable employers who value a small-scale, personal neighborhood setting and the availability and skills of a nearby labor force.

The revitalization of this area entails the planned and productive reuse of buildings and sites, the infilling of new buildings and the provision of sufficient parking and amenities required by modern businesses and industries. Although the total area may be developed in phases over time and by several developers, it should be planned as a total development project to avoid piecemeal development and conflicting uses.

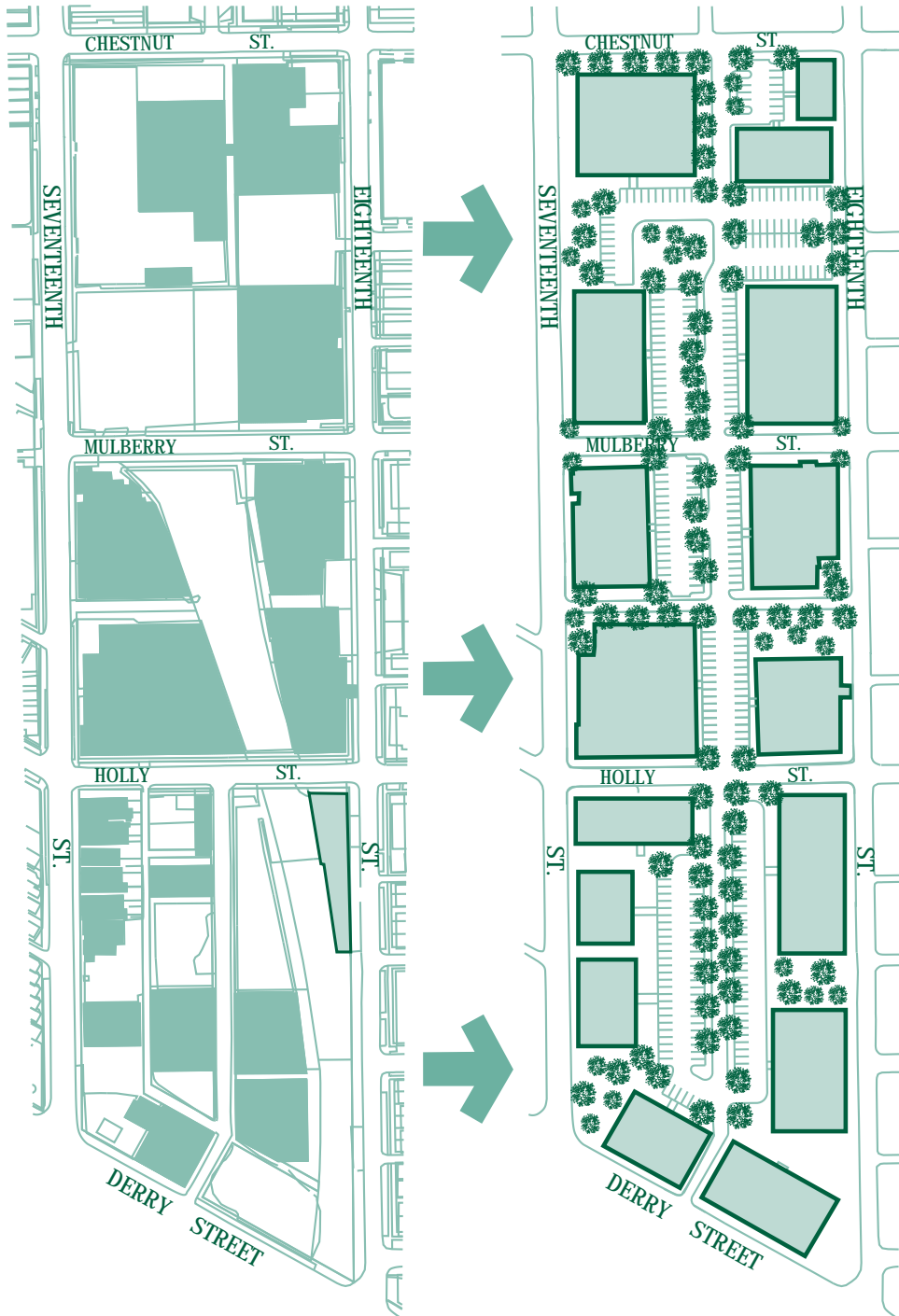
Ideally, the project should be done by one master developer or a formal group of property owners and investors who would plan, establish design standards and covenants, and oversee the development and continuing management of the project. The space could be planned so that the basic lots are flexible in size and, to some extent in configuration, to accommodate different types of users. Subsections of the total development project could be constructed by separate entities who would develop one large building or do a cluster of smaller buildings in a small, campus-style layout.

POSSIBLE OCCUPANTS OF A NEIGHBORHOOD BUSINESS/INDUSTRIAL PARK

- *Home Improvements Business Center -painting, carpentry, flooring, cleaning, lawn maintenance, roofing, windows*
- *Handyman and minor repairs, including minor electrical, plumbing, spigot, woodworking, countertops, etc.*
- *Building demolition and re-marketing of attractive, unique and historic materials*
- *Entertainment productions, including offices, practice space, set design and construction, etc.*
- *Athletic equipment manufacturing*
- *Domestic services*
- *Laundry and linen supply company; linens, bedding for hotels, restaurants, nursing homes, etc.*
- *Auto parts manufacturing/distribution*
- *Woodcrafts*
- *Vocational and technical training center*
- *Hobby and game design and manufacturing*
- *Masonry*
- *Historic Preservation*

EXISTING INDUSTRIAL AREA

NEW PLANNED INDUSTRIAL BUSINESS PARK



BENEFITS

- A pleasant, functional planned industrial park setting is created.
- A former industrial area is brought back to life.
- Existing buildings are retained and new ones filled in.
- More and better organized parking and open spaces are provided.
- Safety and security are enhanced by fencing, internal orientation of buildings, nearby parking, more lighting and controlled access.
- Traffic is contained to fewer access points and employees and visitors have defined, safe places to walk.
- Opportunities for a variety of small businesses and industries are realized.
- Close-to-home employment opportunities are created for an available labor force.
- Environmental blight is eliminated.

Project Profiles

A **small business commons** could accommodate small or emerging businesses who benefit from sharing space and equipment to reduce operating costs. An occupant may have 20 or fewer employees and an emerging business may be only one to five years old. A commons project can be in a vacant single-story or multi-story building as an enterprise center. A single developer, or a consortium of small business people, may purchase or master lease one or a complex of buildings, make basic structural improvements, and lease space to themselves or to other entrepreneurs.

A **construction and maintenance trades center** could consist of a "core building," with facilities and services supporting a mix of new and relocated home and commercial building improvement and maintenance companies. Extensions to the core building would be completed as the businesses grow and change. Such extensions may be made with modules of the size and number that represent individual business needs. Resident companies and participating agencies and institutions would train and employ technical trade students and people seeking retraining and upgraded employment. The center can be designed in many sizes and configurations.

Companies in this center would all focus on building and site improvement and maintenance services. They would not require large inventories, large production space or heavy trucking. Yet, they may employ a considerable number of workers who perform the services only at project locations. Many of these businesses will serve customers in the neighborhood and the rest of the city.

A **household/domestic services center** is another type of project involving services that are likely to be in continuing demand. It also requires skills for which neighborhood residents can be trained.

A single building or a grouping of buildings could be improved for household and domestic service-related businesses. A building core area could be available to meet the reception, typing, computer, copying and other common needs of the tenant businesses.

Construction & Maintenance Trades Center Use Examples

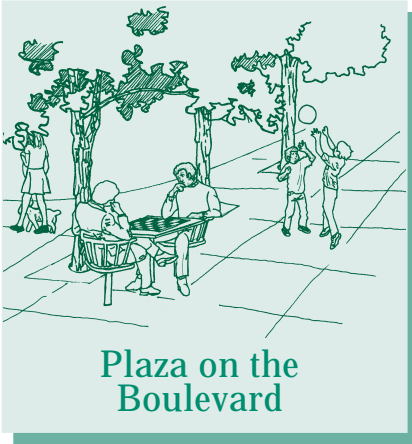
- *Building rehabilitation*
- *Building maintenance*
- *Landscaping*
- *Grounds maintenance*
- *Plumbing and heating, air conditioning and repair*
- *Insulation and energy conservation*
- *Cabinetry and interior finishing*
- *Electrical contracting*
- *Painting and wallpapering*
- *Roofing, siding, spouting*
- *Flooring and carpet installation*
- *Signs, decks and outdoor furniture*
- *Power washing/graffiti removal*

Household Domestic Service Center Use Examples

- *Home health care*
- *Child day care*
- *Elder care*
- *Baby sitting and pet sitting*
- *Small appliance repair/fix-it services*
- *House/office cleaning*
- *Laundry*
- *Shopping assistance*
- *Temporary help*
- *Limo/driving*
- *Taxi*
- *Business advisory*
- *Legal advisory*

Opportunity Area #5 - Boulevard Enhancement

Revitalization Potential



A large portion of the public's image of South Allison Hill is received by their impression of the neighborhood at the Mulberry Street/Derry Street entrance from the downtown. Public impressions of the neighborhood from major streets can be enhanced by the revitalization efforts previously discussed for Opportunity Areas #1 and #2. The Opportunity Area #5 initiatives can complete the Derry/Mulberry Street enhancement corridor that is part of the city's Capital Corridors Program.

This Boulevard Enhancement Opportunity Area strengthens the visual and functional link between the neighborhood and the downtown. It also supports the restoration goals and objectives of the Sylvan Heights area as a unique historic place. This project complements and leverages major investments already made in the YWCA and the McFarland Building.

Selected blighted and antiquated buildings should be considered for removal, especially on the north side of Mulberry. The facades of remaining buildings on both sides of Mulberry can be enhanced to quickly change the image of this corridor.

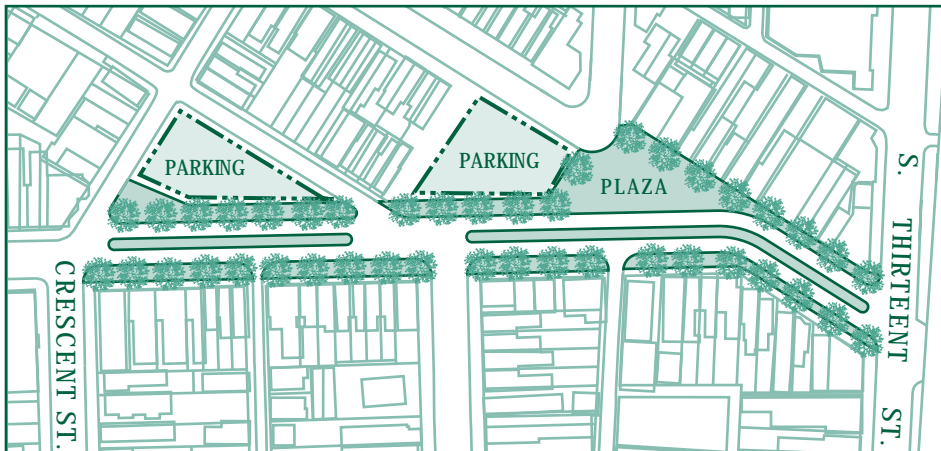
Traffic access and circulation can be improved by a street access blockage and by access improvements to a primary street that now provides inadequate access to this portion of the neighborhood.

A boulevard effect can be created along Mulberry and a portion of Derry from the Bridge to South 13th Street. Basic improvements involve street trees, walkway improvements, a pedestrian plaza, low level street lighting and streetscape enhancements that can produce a positive image. All improvements will strengthen visual and functional relationships between the Sylvan Heights/McFarland areas and the heart of the South Allison Hill Neighborhood Service Center at the intersection of South 13th and Derry streets.

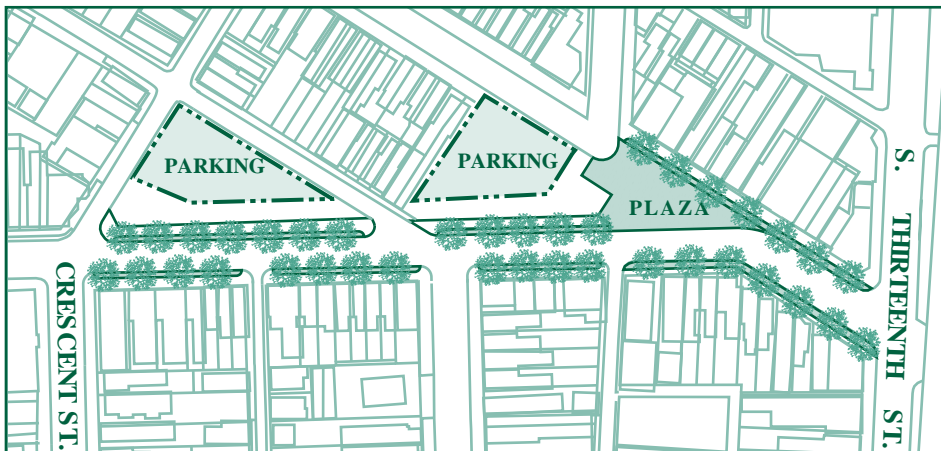
Project Profiles

The Mulberry/Derry Boulevard project can be accomplished in many ways. The accompanying illustrations show three different alternatives, each with different basic treatments and varying levels of cost. Additional engineering, design and cost studies are necessary to make final informed decisions on these alternatives.

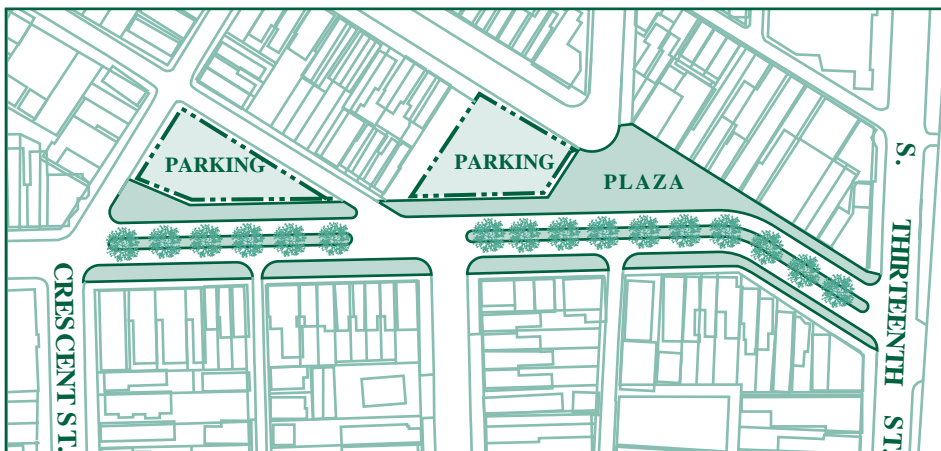
BOULEVARD ENHANCEMENT EXAMPLES



ALTERNATIVE 1



ALTERNATIVE 2



ALTERNATIVE 3

BENEFITS

- A key entrance to the neighborhood is enhanced by streetscape and facade improvements.
- Access from this area to the Neighborhood Service Center is strengthened.
- Pedestrian circulation and safety are improved by crosswalks and lighting.
- Closings of select street segments eliminate unwanted outside traffic.
- Potential exists for additional off-street parking.
- Select blighted buildings are removed.
- A primary historic district in the city is enhanced.
- More public open space is made available.

Opportunity Area #6 - Residential Block Improvement

Revitalization Potential

Opportunity Area #6 is really two opportunity areas selected to show the many ways in which individual or multiple blocks can be revitalized. These examples are used mainly because they demonstrate how open space can be located where needs exist, how off-street parking can be created, how blight removal turns into many benefits and how residential rehabilitation and selective in-fill of new houses can blend together. These opportunity examples also show how well-planned block improvements can have a positive influence on many other blocks around them, and that such improvements can stop the progression of blight from one area to another.

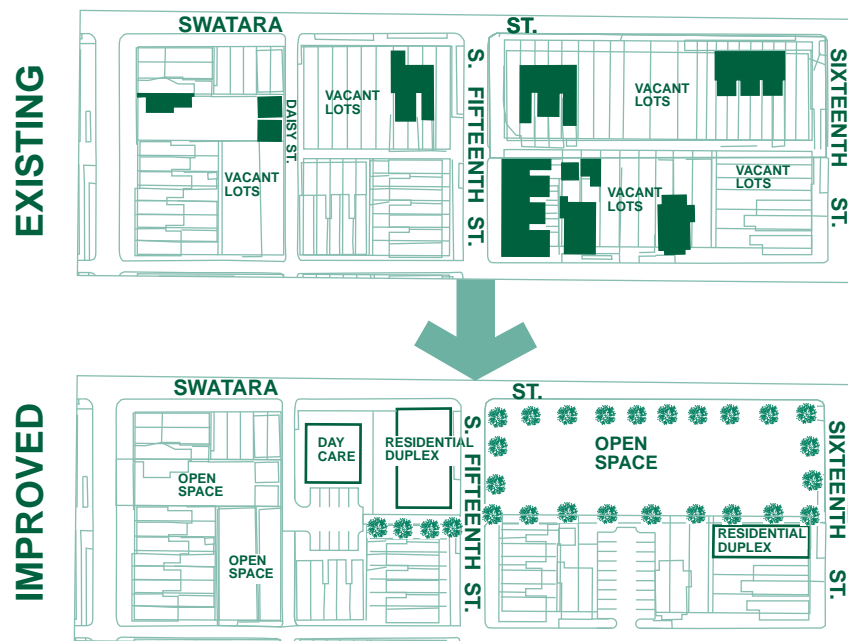
Although each block or area may be different, one or more of the illustrated solutions could be used to transform many South Allison Hill residential sections into prime examples of Harrisburg in-town living.

Project Profiles

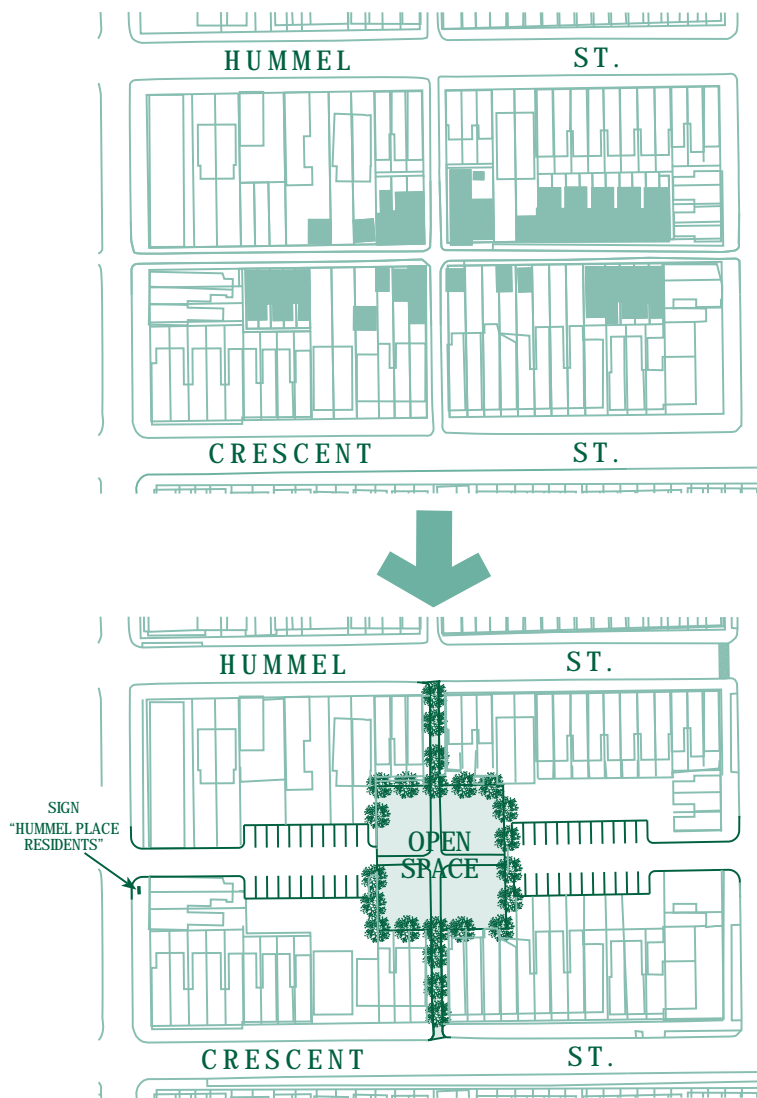
Two project examples are illustrated here. The first example project area is bounded by Swatara, South 16th, Hunter and South 14th streets. This revitalization project shows that major open space is created, neighborhood off-street parking is gained and new low density housing is incorporated with existing housing to be preserved and rehabilitated. Blight is removed and previously vacant and underutilized space is transformed into usable open space or better-used space.

BENEFITS

- Select alleys are closed to improve safety and security.
- Substandard/dilapidated buildings are removed.
- Blighted vacant lots are turned into assets.
- Useful and convenient open space is created.
- Off-street parking spaces are added.
- New low to moderate density housing is placed in select locations.
- Housing rehabilitation is stimulated.
- Current blighting influences on surrounding areas are reversed.
- Open space serves and positively influences adjacent areas.



The second example is west of South 13th Street and is bounded by Kittatinny, Hummel, Swatara and Crescent streets. This revitalization project shows how a typical high density block can be transformed into a block with desirable open and recreation space, and for convenient off-street parking. Off-street parking is created in a densely developed block by removing accessory buildings and utilizing marginal areas behind the houses. A central open space and recreation place offers a convenient and safe place for children and adults to play and relax.



BENEFITS

- *Alley housing and accessory buildings are removed.*
- *New open space creates lower density atmosphere.*
- *New open space provides recreation opportunities.*
- *Select alleys are closed to enhance safety and security.*
- *40 new off-street parking spaces are provided.*
- *Housing rehabilitation is stimulated.*

Neighborhood leaders and block residents can form their own planning and improvement committees to explore ways in which revitalization techniques can meet their needs. Private builders, developers, rehabilitation contractors and others can also be involved in identifying areas for revitalization and in making neighborhood improvements.

Taking Action

The South Allison Hill Neighborhood Action Strategy is the neighborhood's approach to the future. The specific actions in this section are the "heart" of the overall strategy. Likewise, the "soul" of this overall strategy is the time and energy that South Allison Hill's residents, business people and organizations dedicate to these actions. Sustained neighborhood commitment and participation will make the difference between success and failure.

Each and every resident, business person, property owner and employee counts in the quest to attain the vision and goals of South Allison Hill. Everyone is important, for "a chain is only as strong as its weakest link". Everyone has a responsible part to play in molding the future, whether that future is tomorrow or much farther down the road.

You see that many actions must be taken. They are listed here under six categories:

- **Accomplishing Strategic Projects**
- **Stimulating Economic Development**
- **Improving Circulation and Parking**
- **Making the Most of City Codes and Regulations**
- **Using Financial Sources and Incentives**
- **Organizing for Action**

The actions are numbered only for easy reference, not for indications of priority or

sequence. A page reference is listed in parenthesis after each action statement to direct you to more information on that subject in this report.

Each action is also accompanied by a guide that suggests which of the eight categories of action agents are likely to assume responsibility for taking that action. The anticipated lead action agent and other key partners are identified.

Pick the action or actions that interest you the most, get involved and don't let go. You'll be glad you did, and so will the present and future children of South Allison Hill.

Your participation is needed!

- *Pick the action!*
- *Get involved!*
- *You will be glad you did!*

When sustained commitment and action come from within the neighborhood, you will be amazed at how much cooperation and assistance will come from others outside the neighborhood. As progress is made, and it becomes apparent, new public, nonprofit and private partnerships will emerge. Success will breed more success.

Action Agents

Neighborhood Residents	Neighborhood Organizations	Local & Other Businesses/Investors	Economic Development Entities	Financial Institutions	Community Action Commission	City Government	State & Federal Government
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● Lead Action Agent/Major Responsibility

○ Other Key Partners

Accomplishing Strategic Projects

1. Apply for Pennsylvania Department of Community and Economic Development funds to acquire, clear, cleanup and develop the recreation and education center bounded by South 14th, Chestnut, Mayflower and South 17th streets. (pp. 40, 41, 42)
2. Involve one or more existing neighborhood recreation associations, or form a new association, to plan, operate and maintain the recreation and education center and other such centers or open spaces, if appropriate. (pp. 40, 41, 42)
3. Develop and operate a for-profit health, fitness and indoor recreational business as the Indoor Sports and Fitness Center on the 17th Street side of the Recreation and Education Opportunity Area (#3). (pp. 40, 41, 42)
4. Investigate the feasibility of locating a private for-profit or not-for-profit vocational training center along 17th Street in the Recreation and Education Opportunity Area (#3) or in the Small Business and Industrial Opportunity Area (#4) between 17th and 18th streets. (pp. 40, 41, 42, 43)
5. Organize a nonprofit or for-profit economic development corporation (or a group of property owners, developers and investors) to develop a well-planned and managed neighborhood business and industrial park between 17th and 18th streets. (pp. 43, 44)
6. Initiate a commercial property facade rehabilitation program of financial and technical assistance for properties fronting on Derry Street between 13th and 15th streets. (pp. 38, 39)

Action Agents

7. Solicit experienced and financially able developers and investors to offer proposals for a commercial market place and/or a farmers and ethnic market project at the northwest quadrant of 13th and Derry streets. (pp. 36, 37)
8. Solicit experienced and financially able developers and investors to rehabilitate buildings on the south side of Derry between 13th and 14th for first floor commercial and upper story residential uses. (pp. 38, 39)
9. Initiate a physical and economic feasibility study for the rehabilitation, financing and management of the vacant old theater building on the north side of Derry Street between 14th and 15th streets. (pp. 38, 39, 40)
10. Make residential block improvements relating to blight removal, residential rehabilitation, more open space, more parking, safety measures and beautification. Consider starting with the Swatara Street and Hummel Street Opportunity Areas (#6) as models for residents of other areas to see. (pp. 48, 49)

Neighborhood Residents	Neighborhood Organizations	Local & Other Businesses/Investors	Economic Development Entities	Financial Institutions	Community Action Commission	City Government	State & Federal Government
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● Lead Action Agent/Major Responsibility

○ Other Key Partners

Action Agents

Neighborhood Residents	Neighborhood Organizations	Local & Other Businesses/Investors	Economic Development Entities	Financial Institutions	Community Action Commission	City Government	State & Federal Government
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● Lead Action Agent/Major Responsibility

○ Other Key Partners

Stimulating Economic Development

1. Prepare and implement a promotional program to advertise the economic development and investment opportunities available in South Allison Hill. (p. 13)
2. Create a strong merchant and customer identity with the Neighborhood Service Center through the use of an appealing, memorable and easy to use name and logo. (p. 13)
3. Recruit already successful or knowledgeable retail, personal services and business services people who have businesses elsewhere to relocate their business or start an additional business in the Neighborhood Service Center and/or the Neighborhood Small Business and Industry Park. (p. 13, 15, 16)
4. Assist existing businesses cope with management, marketing, financial, locational, logistical and other inhibitors to success and expansion. (p. 13)
5. Recruit and assist entrepreneurial neighborhood people to receive business and technical training for obtaining jobs or starting new businesses in the neighborhood. Help with the preparation of business plans and with financial arrangements. (pp. 42, 43, 44, 45)
6. Identify and arrange training opportunities for skills that match resident talents and the needs of business and industry being recruited to South Allison Hill. For example, neighborhood residents with automotive skills and entrepreneurial interests could receive training and start new businesses dealing with auto repairs, auto parts and supplies, antique auto restorations and other auto-related activities. (pp. 42, 43, 44, 45)

Improving Circulation and Parking

1. Initiate action to request that left turn holding lanes and signalization be established at the intersection of Derry and 13th, and at Derry and 17th streets. (pp. 20, 21, 22)
2. Form a Mulberry and Derry corridor enhancement subcommittee of the entity responsible for implementing the Neighborhood Action Strategy. (pp. 21, 46, 47)
3. Acquire land for the key Neighborhood Service Center parking lot, design a well-landscaped parking lot and develop it. (pp. 15, 16, 20, 35)
4. Prepare and implement a "Safewalks" system for easy and safe pedestrian circulation. (pp. 20, 23, 31)
5. Move on-street parking back from street intersections with heavily travelled streets, and add crosswalks in existing and proposed areas of primary pedestrian traffic. Start with the intersections of 13th and Derry and 17th and Derry streets, and proceed with others as proposed on the Vehicular and Pedestrian Traffic Improvements map. (pp. 21, 22)
6. Prepare a parking management and enforcement plan for short-term, moderate-term and longer-term parking in the Neighborhood Service Center. (pp. 24, 25, 26)
7. Create small off-street residential parking lots and use nontraditional on-street parking designs to increase residential parking supply. These needs exist especially where residential units are located along narrow streets and alleys where on-street parking is not available. Do a demonstration project in one of the Residential Block Improvement Opportunity Areas. (pp. 24, 25, 48, 49)

Action Agents

Neighborhood Residents	Neighborhood Organizations	Local & Other Businesses/Investors	Economic Development Entities	Financial Institutions	Community Action Commission	City Government	State & Federal Government
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● Lead Action Agent/Major Responsibility

○ Other Key Partners

Action Agents

Neighborhood Residents	Neighborhood Organizations	Local & Other Businesses/Investors	Economic Development Entities	Financial Institutions	Community Action Commission	City Government	State & Federal Government
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☒ Lead Action Agent/Major Responsibility

☐ Other Key Partners

8. Prepare a street labeling, directional and informational signage system to direct motorists and pedestrians to or around certain locations. (pp. 8, 21, 22, 23)
9. Continue to work with Capital Area Transit (CAT) to improve service levels and adjust service to changing needs. (pp. 23, 24)
10. Change the traffic flow direction of several streets as proposed on the Vehicular and Pedestrian Traffic Improvements map. (p. 20, 21)

Making the Most of City Codes and Regulations

1. Make immediate zoning ordinance changes that will rezone the largely vacant and deteriorating South Allison Hill Industrial Park area for recreational and educational uses instead of industrial uses. (pp. 40, 41)
2. Create a new Planned Neighborhood Industrial Development District or Light Industrial Planned Development District to implement the Neighborhood Small Business/Industrial Center concept. (pp. 43, 44, 45)
3. Change zoning in residential districts to discourage uses that may be intrusive due to noise, traffic and basic activities which are incompatible with a residential neighborhood. (pp. 24, 47, 48)
4. Ensure that individual parking lots are allowed as primary uses on a lot. (pp. 24, 47, 48)

Action Agents

5. Continue and expand targeted code enforcement to press property owners to correct problems or to remove buildings. Prepare and follow an expanded list of the most highly visible blighted and unsafe buildings and lots. Expand the list to include commercial and industrial buildings. Require owners to upgrade conditions and, if violations continue, move to condemn the properties and clear the land. (p. 24)
6. Ensure that people who purchase tax sale or discounted properties have the resources and exhibit the skills to manage those resources so that properties are improved and maintained in compliance with codes. (p. 24)
7. Provide aggressive support for state legislation aimed at eliminating loopholes that enable irresponsible landlords and owners who have abandoned properties to avoid their responsibilities for maintenance and rehabilitation. (p. 24)
8. Strengthen the Department of Justice's support to reduce the delay in adjudication of code violations. (p. 24)

Neighborhood Residents	Neighborhood Organizations	Local & Other Businesses/Investors	Economic Development Entities	Financial Institutions	Community Action Commission	City Government	State & Federal Government
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● Lead Action Agent/Major Responsibility

○ Other Key Partners

Action Agents

Neighborhood Residents	Neighborhood Organizations	Local & Other Businesses/Investors	Economic Development Entities	Financial Institutions	Community Action Commission	City Government	State & Federal Government
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● Lead Action Agent/Major Responsibility

○ Other Key Partners

Using Financial Sources and Incentives

1. Target the neighborhood's public funds to leverage private sector investment of three dollars to every one dollar of public sector investment for blight removal, rehabilitation, new construction, economic development and safety improvements. (pp. 13, 33-49)
2. Seek assistance from state and federal business assistance programs, including: Customized Job Training (CJT), Industrial Sites Reuse Program (ISRP), Infrastructure Development Program (IDP), Job Creation Tax Credits, Machinery and Equipment Loan Fund (MELF), Neighborhood Assistance Program (NAP), Pennsylvania Economic Development Financing Authority (PEDFA), Pennsylvania Industrial Development Authority (PIDA), Small Business First and Brownfield funds. Many of these programs are appropriate mainly for the Small Business and Industry Area and the Business and Industry Corridor. (pp. 13, 33-46)
3. Maximize funding opportunities for the purchase of assets, for working capital and venture capital, for site cleanup, and for construction financing. Take advantage of the tax credit programs available for development projects. Initiate a comprehensive marketing and advertising campaign to make more local businesses and property owners aware of funding sources and tax incentives. (p. 13)
4. Increase the number of loans to minority businesses by strengthening relationships with the Pennsylvania Minority Business Development Authority (PMBDA) and by applying for low interest loans. PMBDA loans can fund land and building acquisition, building construction and renovation, machinery and equipment acquisition and installation, and working capital. This assistance can be targeted to the Neighborhood Service Center for retail and other commercial enterprises. (pp. 13, 15, 35, 36)

Action Agents

5. Investigate the feasibility of Tax Increment Financing (TIF) as an incentive for private sector revitalization of the old industrial area between 17th and 18th streets into a Small Business and Industry Area. Also, consider this approach for the Neighborhood Service Center to include the market place; farmers and ethnic market; and the theater/entertainment/cultural area. These separate areas might be combined into a single TIF area. (pp. 15, 16, 35, 38, 39, 40, 43, 44, 45)
6. Consider the implications of adopting a LERTA (Local Economic Revitalization Tax Act) program to provide property tax relief for business property owners who substantially improve their properties. The Neighborhood Service Center and Small Business and Industry areas are prime candidates for LERTA designation. Of course, Tax Increment Financing cannot be used where LERTA is adopted. (pp. 15, 16, 36, 37, 38, 43, 44, 45)
7. Identify and assess historic buildings to determine their potential for National Historic Register designation and a consequent 20% rehabilitation tax credit. (pp. 46, 47)

Neighborhood Residents	Neighborhood Organizations	Local & Other Businesses/Investors	Economic Development Entities	Financial Institutions	Community Action Commission	City Government	State & Federal Government
		○	●		○	●	
		●	○			●	
		○				●	

● Lead Action Agent/Major Responsibility

○ Other Key Partners

Action Agents

Neighborhood Residents	Neighborhood Organizations	Local & Other Businesses/Investors	Economic Development Entities	Financial Institutions	Community Action Commission	City Government	State & Federal Government
○		○	○	○	●	●	
●		●			●	○	
○		●	○	○	●	○	

● Lead Action Agent/Major Responsibility

○ Other Key Partners

Organizing for Action

1. Determine an organization that will have the day to day responsibility to implement the South Allison Hill Neighborhood Action Strategy. This organization, or a designated unit of the organization, should have representation from existing community and neighborhood organizations, the local business people and various interest groups. (p. 13)

This organization will be responsible for providing a lead professional person and any staff necessary for the daily direction and coordination of the Strategy; for mobilizing and assisting neighborhood groups and business people; for assembling and working directly with sources of debt and equity financing; and for promoting South Allison Hill as a place to invest. (p. 13)

2. Establish a Neighborhood Pride and Promotion Task Force with responsibility for instilling pride and self-help among neighborhood residents and business people. An equally important mission is to regularly convey the positive features and success stories of South Allison Hill to people beyond the neighborhood and to help recruit targeted and responsible business people and employers to locate and invest here. Other task forces can be organized to deal with specific topics and projects. (p. 13)
3. Strengthen an existing organization, or form a new organization, of South Allison Hill business people to promote greater cooperation and joint participation in advertising, merchandising, training and other mutually beneficial activities. (p. 13)

Action Agents

4. Use an existing 501(c)(3) commercial and industrial development corporation, or form a new corporation, to be directly responsible for promoting South Allison Hill's economic development. The corporation would recruit and make alliances with business prospects in accordance with this Neighborhood Action Strategy. (pp. 13, 33-47)

A primary mission would be to acquire and/or assemble properties that are strategic for implementation of high priority projects in the opportunity areas. The corporation would obtain public and private financing, serve as a property bank, sell or swap property, arrange project development financing and enter into partnerships with other developers and investors to make projects happen. (pp. 13, 33-47)

5. Form a Neighborhood Economic Development Fund, or a coalition of lenders and investors, to make a pool of debt and equity funding available to select businesses and industries based upon sound lending and investment criteria. The members of the fund or coalition would be banks and other lenders, some community minded corporations, pension funds of trade unions and associations, foundations and others. The fund would specialize in funding efforts to acquire key properties in strategic project areas, providing gap financing, and enabling moderate to higher risk businesses with above average potential and management to start or expand. (pp. 13, 33-49)
6. Use an existing agency or organization, or a newly formed not-for-profit or for-profit corporation, to purchase, receive, manage, maintain and enforce regulations regarding off-street parking lots in commercial and residential areas. Develop partnership agreements with property owners to provide off-street parking where needed. (pp. 13, 24, 25, 26)

Neighborhood Residents	Neighborhood Organizations	Local & Other Businesses/Investors	Economic Development Entities	Financial Institutions	Community Action Commission	City Government	State & Federal Government
		○	○	○	●		
		○	○	●	●		●
○	○	○	○		●	○	

● Lead Action Agent/Major Responsibility

○ Other Key Partners

Action Agents

Neighborhood Residents	Neighborhood Organizations	Local & Other Businesses/Investors	Economic Development Entities	Financial Institutions	Community Action Commission	City Government	State & Federal Government
●	○				○	●	
●	○				○	●	

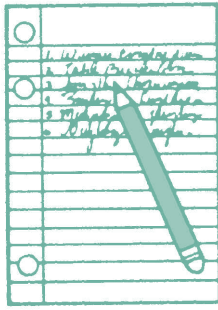
● Lead Action Agent/Major Responsibility

○ Other Key Partners

The existing organization or new corporation should be able to sell parking lots for other uses and swap properties to locate lots in the proper places. Arrangements could be made with churches and others who may have excessive or infrequently used capacity. This unused capacity may be welcomed by others if its use can be properly scheduled. Training and supervision of volunteer or paid enforcement people is another possible role. (pp. 13, 24, 25, 26)

7. Incorporate "Design for Safety" or "Crime Prevention Through Environmental Design" (CPTED) principles and standards into the city's plans and permits review process. The process and individual permit decisions could involve planning, building, codes, law enforcement, fire and emergency service personnel. (pp. 27, 28)
8. Participate in the development, review and adoption of design standards for safe neighborhoods. Prepare an "Actions for Safe Neighborhoods" booklet for general distribution and for use in selecting and working with neighborhood residents. (pp. 27-32)
9. Continue and expand the Adopt-A-Block, Crime Watch and Citizen Inspection programs to enhance neighborhood beautification and safety. (pp. 6, 9, 13, 28)

Now that the major actions and action agents have been identified, a ten-year Action Program should be prepared to contain priorities, specific tasks, timing, specific responsibilities and funding sources. The ten-year Action Program should be updated annually.



Notes

[illegible]

GET INVOLVED IN THE SOUTH ALLISON HILL NEIGHBORHOOD ACTION STRATEGY!

USE THIS POCKET FOR MATERIALS ON:

- detailed 1, 3 and 5-year action programs
- progress checklists
- your neighborhood organization
- contacts for information and involvement

- positive neighborhood promotion
- news articles
- success stories
- new initiatives

- business and investor recruitment
- specific project investment opportunities
- available sources of financing